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MESSAGE FROM THE CEO¹

There are two ways of spreading light: to be the candle or the mirror that reflects it

- Edith Wharton. Novelist

Today, more than ever before, it has become quite crucial to spread the light of sustainability across the globe. Finding sustainable solutions to global challenges is not easy and it is certainly not a solo journey – it has to be powered by collaboration. Over the past year, WNS has taken responsible actions - as the metaphorical candle and mirror - to co-create sustainability with all our diverse stakeholders.

At WNS, we have developed a unique approach towards meeting our sustainability commitments - one that hinges on and is driven by people. There's an old proverb that says. "It takes a village to raise a child." Similarly. it requires an entire ecosystem of people to actively collaborate and ensure that adequate actions are taken to propel the sustainability agenda forward. Every single day, we partner with our 50,000+ employees, 400+ clients, our partners and the community around us to co-create a better tomorrow.

Our commitment towards driving continuous improvement across Environment, Social and Governance (ESG) is guided by our five-pronged people-centric approach:

- Enabling our people to outperform: WNS' focused diversity and inclusivity practices are designed to build a workplace where every individual feels heard and respected. Our talent management strategy prioritizes the empowerment of our workforce for a digital-first world and equips them with skills to stay relevant in the ever-evolving technological landscape.
- Delivering value to our clients: We leverage our Domain Expertise, prowess at driving and managing the **Data-to-Insights** journey, and ability to drive Digital Innovation to enable sustained business transformation for clients. Our solutions, services and products are constantly evolving as we develop digitally led, innovative offerings to enable our clients to succeed in the new normal and beyond.
- Caring for our communities: Through WNS Cares Foundation (WCF), the Corporate Social Responsibility (CSR) arm of WNS, we continue to work

towards building an equitable society, guided by the three pillars: Educate. Empower and Enrich. WCF's high-impact interventions are contributing to one of the Sustainable Development Goals (SDGs) outlined by the United Nations - Quality Education.

- Building a safe ecosystem for all our stakeholders through ethics, integrity and compliance: We have made trust, ethics and integrity the key drivers of our success, internally and externally, to encompass the spirit of coexistence and collective action - be it in working with our clients and value chain partners, collaborating with our employees or nurturing the interests of the communities within which we function. We strive to comply with all applicable laws, regulations and statutes at all times and maintain transparency in our disclosures and communication.
- Protecting our planet: Energy, greenhouse gas emissions, waste management and water management are the key areas we've identified to monitor and manage our environmental performance. It is our constant endeavor to create a positive impact impact through these sustainability levers to mitigate climate risk, while optimizing resource consumption.

WNS strongly believes that the multi-faceted sustainability we co-create with our various stakeholders helps build a sustainable world. This collaboration also acts as a unified force that helps shape our ability to respond to imperatives such as climate change, cybersecurity, economic volatility and tech-driven changes in employee engagement. As a global leader in the Business Process Management (BPM) industry, WNS stands committed to bringing sustainability to the core of what business does and is guided by the SDGs. As we continue to strengthen our ESG agenda, we have earmarked strategic sustainability initiatives and frameworks that WNS will focus on during fiscal 2023.

On behalf of WNS, I am delighted to present this report, 'Co-creating a Sustainable Future: People, Planet, Partnership', which details our efforts to create a purposeful partnership with our stakeholders. We are committed to incorporating sustainability principles in everything we do - be it in delivering services and solutions to clients or being responsible to our people, society and the planet. With a deep sense of accountability, we commit ourselves to both stewardship and partnership in pursuing initiatives to co-create enduring, sustainable value.

Keshav R. Murugesh

Group Chief Executive Officer

SUSTAINABILITY HIGHLIGHTS



1,105,809

USD 1,123,666,499

Economic value generated

CSR Unique Beneficiaries (Individuals) impacted



USD 1,629,816

WNS' spend on community outreach



Sites of WNS are BEE energy star certified

11



45.64%

Total female employees as on March 31, 2022





1,000,000+

Children Certified on CyberSmart



WNS included in the index for the second consecutive year





USD 372.257

Global contribution to COVID-19 relief funds



IDG's CIO

Pioneer'

Award

WNS' strategic

creating 'Smart

Workplace for

initiative for

100 'Hybrid Workplace

UNGC Signatory

WNS is a participant/ signatory to the UN Global Compact

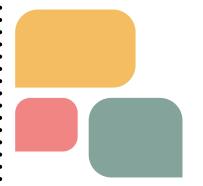


2 Business **World Awards**

For advancing gender equality and women's empowerment

Pledge to **Commit to SBTi**

WNS intends to sign commitment letter with Science Based Targets initiative (SBTi) by December 2022







ABOUT THE REPORT

This report, which presents information about our sustainability performance in FY 2021-22, has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. The GRI guiding principles have been applied to define the quality and content of this report. The disclosures within it are also aligned with the Sustainability Accounting Standards Board Framework, the UNGC principles and the UN Sustainable Development Goals (SDGs).²

WNS released its first corporate sustainability report³ last year (FY 2020-21), which represented the key ESG factors most relevant to its business model. For more details, please refer our <u>website</u>. During the year, there was neither any restatement of previous year's disclosures nor any changes in the reporting practices.

Reporting Boundary⁴

The environmental performance data presented in this report represents WNS' operations in India, South Africa, the Philippines, China, Costa Rica, Sri Lanka, Poland, and Romania. All other disclosures cover WNS' global operations. The reporting period is from April 1, 2021 to March 31, 2022.⁵⁶

Data Collection

The data presented in this report has been sourced and collected through different internal platforms

Precautionary Principle⁷

Due to the inherent nature of our business, our operations have minimal negative impacts on the environment and society. However, we strive to be a responsible corporate citizen and positively contribute towards sustainable development. We have been actively incorporating sustainable development aspects as key components of our business approach. This report aligns with our intent to integrate ESG considerations in our business and ensure transparent financial and non-financial disclosures.

Forward-looking Statements

This report contains certain forward-looking statements that reflect our views with respect to future events and our performance. These statements are based on reasonable assumptions and past performance, and involve a variety of risks and uncertainties. They are subject to change in light of developments in the industry, geographical market conditions, government regulations, laws and other incidental factors. Consequently, no forward-looking statement can be guaranteed, and actual results may vary materially.

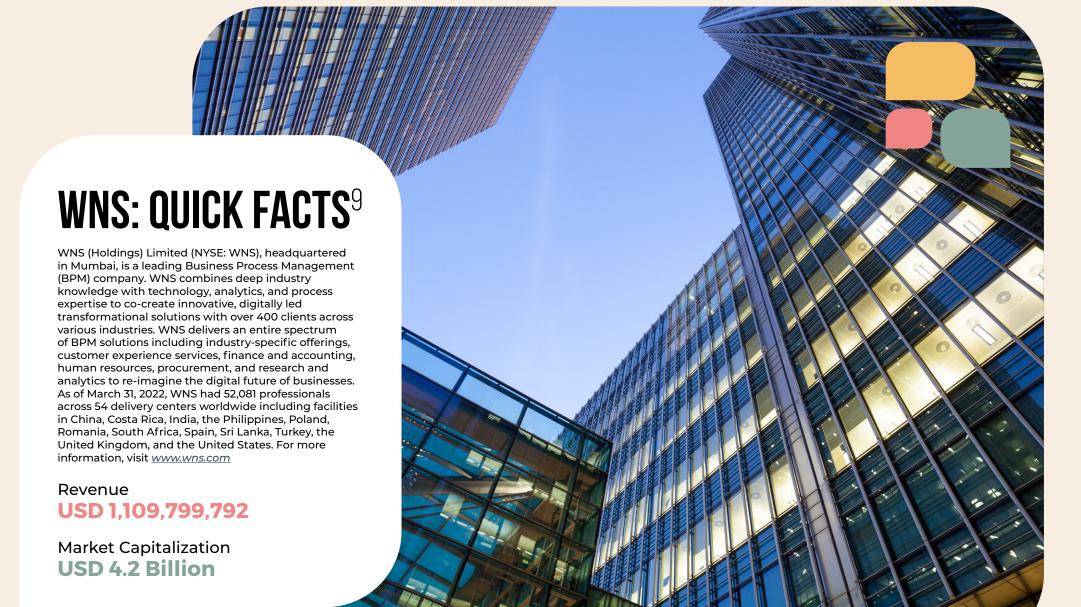
Your feedback, inquiries and suggestions are welcome, as they will help enhance our ESG reporting in the future. You may write back to us on ESG@wns.com⁸

³ GRI 102-51

⁴GRI 102-46

⁵GRI 102-50

⁶GRI 102- 48, 102-49, 102-52



OUR MAJOR ACQUISITIONS

Starting our journey as a captive for British Airways in 1996, we have been offering BPM solutions to clients from different industries since 2003. We have utilized a combination of organic and inorganic growth initiatives to drive our growth. These include some of the acquisitions outlined below. The acquisition of MOL Information Services Limited was completed during the reporting period.



Town & Country Assistance Limited (now called WNS Assistance)

Trinity Partners Inc., a provider of BPM services to financial institutions, focusing on mortgage banking

Aviva Global, the business process outsouring arm of the insurer Aviva

BizAps, a provider of Systems Applications and Products, or SAP®

Value Edge Research Services Pvt. Ltd.

MOL Information Services Limited. the business process outsourcing arm of MOL Group

2002

2003

2006

2007

2008

2012

2016

2017

2021

2022

Health claims management business of Greensnow Inc.

Marketics, a provider of offshore analytics services

Fusion, a South Africa-based provider of a range of outsourcing services

Denali Sourcing Services (Denali), a leading provider of strategic procurement BPM solutions

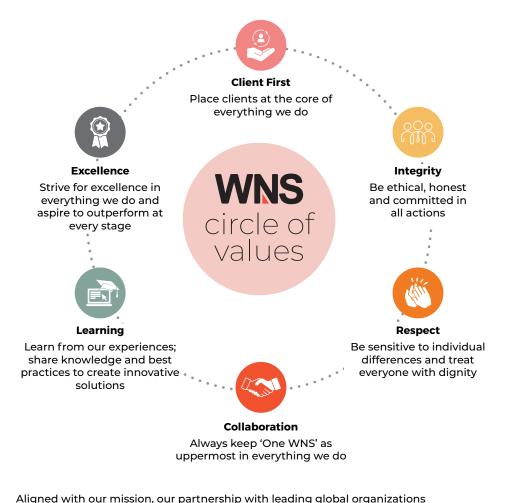
HealthHelp, adds industryleading capability in healthcare management

Vuram, a global leader in enterprise automation services *

MISSION, VISION AND VALUES¹⁰

At WNS, we enable our clients to outperform with our passion for service and innovation and help in co-creating brand differentiation for them.

This mission is guided by our CIRCLE of values:



STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

Stakeholder Engagement¹¹

At WNS, our stakeholders act as our sounding board for our business impact. We proactively reach out to them for feedback and use that to take business decisions.

Internal stakeholders communicate their perceptions on key issues for WNS on a regular basis. They also engage frequently with external stakeholders to understand and bring in the expectations that provide WNS with crucial inputs and a holistic understanding of its impacts and a strategic direction. This leads to increased learning opportunities, effective risk management, working towards a shared vision and informed decision-making.

In FY 2021-22 as well, we engaged with our employees through an employee survey to understand their perception of material topics relevant for inclusion in this report.

We have identified the following as key stakeholders for WNS:12

Customers
Suppliers
Shareholders
Employees
Regulators
Communities
Dartners and Alliances

helps them outperform and co-create success stories.

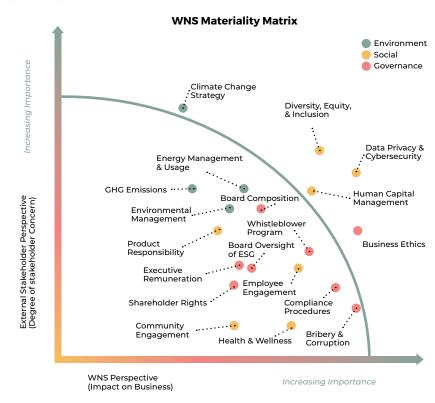
Materiality Assessment

This year too, we conducted a materiality assessment which included engagement with our internal stakeholders, who also communicated the perceptions of our external stakeholders by engaging with them. A selected list of material topics based on three rating agencies (Sustainalytics, MSCI, and ISS), two frameworks (TCFD and SASB), and investor insights was curated on recommendations from NASDAQ Corporate Solutions LLC.

Parameters	Material Topics ¹³	Corresponding Standard	Boundary/Scope ¹⁴
Environment	Climate Change Strategy	UN SDG 13	Internal and External
	GHG Emissions	GRI- 305	Internal And External
	Environmental Management	SASB TC-SI-130a	Internal
	Energy Management and Usage	SASB TC-SI-130a, GRI- 302	
Social	Diversity, Equity and Inclusion	GRI- 405	Internal and External
	Data Privacy and Cyber-security	SASB TC-SI-220a, GRI- 418	Internal and External
	Human Capital Management	SASB TC-SI-330a	Internal
	Product Responsibility	GRI – 416	Internal
	Employee Engagement	SASB TC-SI-330a	Internal
	Community Engagement	GRI- 413	Internal and External
	Health & Wellness	GRI- 403	Internal and External
Governance	Board Composition	GRI- 102-22	Internal
	Business Ethics	GRI- 102-16, 102-25	Internal and External
	Whistle Blower Program	GRI- 102-17	Internal and External
	Board Oversight of ESG	GRI – 102-20, 102-29	Internal
	Executive Remuneration	GRI – 102-38	Internal
	Shareholder Rights	GRI – 102-5	Internal and External
	Compliance Procedures	GRI 102-17	Internal and External
	Bribery And Corruption	GRI 205	Internal and External

A focused group discussion was conducted with the management and other key internal stakeholders to understand their views on these material topics. The identified material topics were further prioritized basis their importance to our business and stakeholders and relative impact on the value chain. Based on the assessment, ESG topics that have been prioritized as 'High' across internal and external stakeholders of WNS are:15

- 1.Diversity, Equity and Inclusion
- 2.Climate Change Strategy
- 3.Data Privacy and Cybersecurity
- 4. Human Capital Management
- 5.Business Ethics



¹⁴ GRI 102-46

¹⁵ GRI 102-44





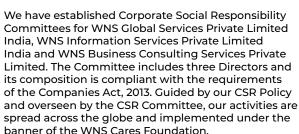
At WNS, we believe that corporations have an active role to play in positively impacting communities and making significant contributions to a brighter and resilient future. Keeping this philosophy at the center of its approach, the WNS Cares Foundation (WCF), our Corporate Social Responsibility (CSR) arm, has carefully crafted programs which contribute to long-term value creation for the larger society.

WCF was registered as a not-for-profit company in 2011 for carrying out developmental activities. Our Foundation operates in 28 locations and 13 countries across the globe. All of our operational countries have implemented community development programs¹⁶. Through our holistic initiatives, we co-create empowerment for marginalized children and youth across the globe by collaborating with schools, teachers, parents and WNS volunteers. We strongly believe that education is the key to bringing sustainable change in our communities. Our foundation therefore focuses on providing vulnerable children and youth with real-life skills which significantly contribute to helping create a

secure future. Details of our community development programs are accessible online at WNS Cares Foundation.

Our three pillars: Educate, Empower and Enrich continue to guide us in our journey to build an equitable society. Taking inspiration from the Global Sustainable Development Goal (SDG) of Quality Education, these three pillars focus on sustainable impact creation. Key programs implemented in FY 2021-22 include:

Educate	Empower	Enrich
Computer-aided Literacy	Make My Career	Respect Matters
Digital Learning Centers	Youth4Change	E-Mentoring
5 1	Youth Social Responsibility	Remedial English
Community Knowledge Hub		Cyber Security Awareness - CyberSmart
Reading Program (Mobile & Static)		



Thurs Bill	Number of Unique Beneficiaries (Individuals)		
Three Pillars	FY 2020-21	FY 2021-22	
Educate	215,036	105,656	
Empower	610	1,362	
Enrich	381,504	998,791	

Our CSR spend during the year was USD 1,629,816 and the total Unique Beneficiaries (Individuals) from our programs are 1,105,809.



DONATIONS



VOLUNTEER ENGAGEMENT

We derive our CSR culture from WNS' employees who stand with us to implement WCF's programs and make the initiatives a success. During the COVID-19 pandemic, we ensured that our program benefits continued to reach our local communities. Our programs were modified into digital platforms to provide children with uninterrupted access to quality education. The efforts of WNS' volunteers helped make this difficult transition seamless.

Our volunteers connected with and taught children and youth through virtual platforms, helping reach a broader audience despite the difficult global environment. In FY 2021-22, 2,497 employees volunteered to deliver services to 1,105,809 beneficiaries. The total volunteering hours during the reporting period were 5,273 contributing USD 10,991 towards employee volunteering during paid working hours.

WNS' various platforms help us promote WCF's brand, philosophy and programs internally and externally to volunteers:

Orientation: The WCF project forms an integral part of the WNS induction program, communicating our commitment to social causes to new recruits.

Intranet: WNS' Intranet features an MIS created to help employees get the latest information on volunteering opportunities available for their respective locations and register for them.

Virtual Awareness: Virtual awareness involves talking to employees about WCF, its programs and volunteering opportunities.

WCF Wall: The WCF Wall is a display of the Foundation's latest activities and features, photos of local volunteers in action, and the updated calendar of activities, among other things.

Monthly Volunteering Calendars: These provide details of volunteering opportunities available to the staff in the coming month.

Weekly Broadcast: The Weekly Broadcast is a weekly mail showcasing the highlights of volunteering activities that take place across the globe during the week.

WCF Pulse: A quarterly WCF newsletter providing updates on various activities and programs undertaken by the Foundation.

WNS Circle: A dedicated WCF section within the quarterly company newsletter that complements WCF Pulse and outlines salient WCF activities and programs in various geographies.

We consistently train our employees on volunteerism. This is done through our internal platform, which allows employees to enroll themselves to volunteer and pick activities based on their interests and skills. Specific modules have been created for each location taking into view the local laws and regulations.

The training modules include the following topics:



Child Protection and Rights

Child protection and rights

How common is abuse?

What are abuse and neglect?



Legal Mandates and Guidelines

Evolution of CSR in India

The Companies Act

CSR activities according to the Companies Act

Which activities do not qualify as CSR?

Our volunteers help us monitor progress of our activities and ensure that the intended impacts are being delivered. In case of any deviations from the desired outcome, our volunteers are trained on how to report those to the Foundation.

Volunteers also help engage with the beneficiaries and capture grievances. if any. They serve as a bridge between us, the NGOs and the schools. We charge our identified program leaders and school audit Single Point of Contact (SPOCs) to work along with our volunteers to plan, implement, monitor and evaluate our programs. This takes into account the specific needs of the beneficiaries. With the help of third parties, we conduct impact assessments for specific CSR programs basis the requirements for the year and programs.

EDUCATE

We see education as a bridge between the social and economic divide, and therefore, promote a learning environment for all our initiatives. We support a range of educational programs and offer marginalized communities a better future.



Computer-aided Literacy Program

Innovations and advancements in technology are challenging to keep pace with, especially for children and youth who may not have access to basic education. This, in turn, affects their future employability skills. Our Computeraided Literacy & Digital Literacy Skill program aims to provide students from grade one to ten with computer and technologyrelated job skills to bridge this gap. We have set up computer literacy centers with the required technology infrastructure and staff to deliver this program across seven cities in India -- Mumbai. Pune, Nashik, Gurgaon, Chennai, Visakhapatnam, and Bengaluru. Apart from these centers, WCF also provides schools with computers to improve their computer-to-student ratio. In FY 2021-22, the program benefitted 64,831 children from 173 schools. During the pandemic, this program was adapted for remote implementation through online platforms such as WhatsApp that children could easily access from the safety of their homes.



Digital Learning Centers

This initiative aims to augment and support teaching resources in under-developed communities. The goal is to empower teachers to enhance the learning outcomes of students - right from the first to the tenth grade - who come from low-income households. This is achieved by providing the students with a digital learning center that has equipment to access audiovideo learning content. They also help students better comprehend concepts, retain their interest in learning and curb school dropouts. Till date, we have set up centers in 120 schools in collaboration with NGOs, reaching nearly 50,272 students in India. In FY 2021-22. we set up three such centers in the Philippines benefitting 16,204 students.



WCF Digital Treasure

This initiative aims to provide a variety of content necessary to prepare students with academic and real-life skills. This portal is a web-based, open source, and user-friendly e-learning platform containing three sections and more than 1.000 videos. The first section. e-tutorials, offers practice exercises and instructional videos. Further. the e-class module provides content that complements the school syllabus, and our e-library offers a wide range of reading materials extending beyond academic subjects. Over 26.000 learners have accessed the platform this year.



Community Knowledge Hub

Access to quality educational resources and opportunities to experiment open students' minds to infinite possibilities. WCF has set up a community knowledge center that comprises a state-ofthe-art science center. Physics and Robotics labs, an e-learning facility, a lecture room, and a library. The center periodically organizes special shows, talks, and training sessions for students and teachers. The center has empowered 5,256 children from 32 schools in the vicinity. During the COVID-19 pandemic, the community knowledge center went online, ensuring that children continued to learn.



Reading Program: Mobile & Community Libraries

Reading is a great way to stir children's curiosity and spark imagination in their learning process. WCF runs static and mobile libraries that are equipped with books and tablets in India and the Philippines for children who have no or limited access to quality literature. We have nine mobile libraries in India and the Philippines and seven community libraries in India that are empowering over 18.500 children.

During the pandemic, when mobility restrictions prevented the movement of our mobile libraries. our community center libraries remained accessible to children. For everyone's safety, our libraries follow social distancing. Children also have the dial-in-for-a-story option to hear stories.

EMPOWER

High school students are at the precipice of making important career choices for themselves, and proper guidance at this important juncture is critical in shaping their future. Guiding these students also helps improve the opportunities for growth and success of their respective communities. Our Empower program includes providing vocational guidance, placement assistance and leadership training programs for high school students and youth to build a productive future.





ENRICH

Children from economically challenged communities often lack opportunities to learn important life skills. Realizing the value of these vital skills and experiential learning, we have developed and implemented unique programs on Cyber Security Awareness through CyberSmart, Respect Matters and E-Mentoring.



E-Mentoring

Children from low-income communities with limited access to basic educational resources often do not have access to mentorship opportunities. In many cases, they are firstgeneration learners and lack guidance and support from parents. WCF's E-Mentoring program facilitates interactions between students and WNS employees from across the world. These interactions unlock a whole new world to these children and encourage them to think differently. In FY 2021-22, 2,500 mentees from 35 schools were engaged by 1,360 mentors from WNS. Recently, WCF expanded the geographical reach of this program to Australia.



Global Impact Day (GID)

The flagship event for WCF, our Global Impact Day (GID) was launched in 2012 with the intent to bring together all the program beneficiaries on one global platform through contests and awareness drives.

This year's GID theme was 'RESPECT MATTERS.' WCF engaged WNS employees by driving an internal campaign on 'Respect' asking them to share what respect meant to them and create a tagline on Respect. We received encouraging responses from WNS employees. Apart from taglines, employees also shared personal experience and anecdotes. These were then leveraged to create the GID content, program tagline and stories that were made available in seven international and six Indian languages for students.

As part of the theme, WCF also organized various 'Dialogs on Respect'. Each dialogue on respect was conducted between children of two different countries who interacted multiple times and shared their thoughts on 'Respect'. Through dialogs between multiple countries, we encouraged cultural exchange on the concept of respect amongst students, who then took it forward to their schools and communities. We reached out to over 90.800 students through this program.



CvberSmart

CYBER



CyberSmart is a first-of-its-kind, age-relevant gamified portal that helps teach children to stay safe online. It enables teachers, NGOs, and volunteers to use a unique blend of online and offline methodologies to educate children. The CyberSmart portal's guiz-based modules (for grades two to ten) are based on curriculum advisories and challenges that these children commonly encounter in cyberspace. It is carried out in partnership with NASSCOM and supported by Maharashtra Cyber Cell, NITI Aayog's Atal Tinkering Lab, and ChildLine. The program was formally launched along with government authorities in Goa, Madhya Pradesh and Maharashtra. The CyberSmart program has received the ASIA BOOK OF RECORDS for completing 7,000+ certifications in two hours. WCF also received the prestigious Sabera Awards 2021 for the work done through CyberSmart to empower children in India with the knowledge to navigate the cyberspace judiciously.



1.000.000+

Children certified on CyberSmart



Formal Education Opportunities in South Africa

Through our sister company in South Africa, Ucademy, an accredited training provider, we offer our current and prospective employees opportunities to gain nationally recognized qualifications in business process outsourcing and management. These opportunities form part of our Broad-based Black Economic Empowerment (B-BBEE) initiatives, but are also open to all employees to create equal access to development and progression.

In 2021, we enrolled 367 unemployed young individuals in a 12-month BPO program, giving them the opportunity to attain a nationally recognized qualification in Contact Center operations. We provided them with opportunities to gain experience across WNS campaigns and offered them permanent employment on completion of their qualifications. This program not only empowers individuals with knowledge, skills and experience but also creates access to sustainable employment for them and contributes to the government's drive to reduce unemployment in the country.

The Ucademy qualifications are offered at no cost to the individual, giving those who are unable to afford the costs of post-school education the opportunity to gain recognized qualifications. We regard this as an investment in our permanent and prospective employees, enabling them to gain qualifications while they are working and preparing them for career progression opportunities within the company.

The 12-month learning journey comprises:



In the spirit of lifelong learning, we afford our employees who have successfully completed a qualification the opportunity to register for further qualifications with Ucademy, showcasing our interest and investment in their development.

UKRAINE-RUSSIA CONFLICT



WNS is committed to helping victims in Ukraine and has taken various initiatives in this direction. The details of these initiatives can be referred to on page 56.

WNS' RESPONSE TO COVID-19



WNS continues to focus on ensuring the safety and well-being of our employees, the ability to support our clients and communities, and deliver enhanced value for our investors through these uncertain times. The details of these initiatives can be referred to on page 51.



DIVERSITY AND INCLUSION: 17

To attract and retain a wider pool of talent. increase innovation and creativity, improve productivity, we have been focusing on creating an inclusive environment for a diverse workforce. Having a healthy mix of people from different nationalities, ethnicities, gender identities, age groups and educational backgrounds gives us access to a wide range of skills, experience and expertise.

Inclusivity, creating a sense of belongingness, and a respectful workplace are the three pillars on which our diversity and inclusion strategy is built. In addition to the tenets that we apply to all our delivery locations, flexibility to focus on issues and challenges unique to each region is also provided.

Our key thrust areas in the short term are:

Gender Balance

- Enhance the gender balance within our teams across all levels of the organization
- Drive gender balance metrics

Engaging a Multi-generational Workforce

■ Build harmonious multi-generational work groups to foster innovation and deliver business goals

Talent Acquisition Strategy

■ Continuously enhance and evolve talent strategy to ensure fairness and equity

Respectful Workplace

- Create a work culture that is aligned with our vision and values
- Ensure respect for every individual and a positive work environment

Culture of Co-creation and Outperformance

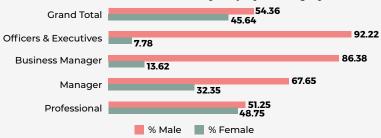
■ Nurture a work culture and ecosystem that drives collaboration and excellence

An overview of our workforce as on March 31, 2022 is provided below¹⁸

Gender Distribution

Employee Category	Female	Male
Professional	20,818	21,889
Manager	2,899	6,062
Business Manager	44	279
Officers & Executives	7	83
Grand Total	23,768	28,313

Gender Distribution by Employee Category



Age-wise Distribution

Employee Category	Below 30	30 To 35	35 To 50	50+
Professional	27,052	8,324	6,723	608
Manager	1,037	2,444	5,125	355
Business Manager	1		239	83
Officers & Executives		1	50	39
Grand Total	28,090	10,769	12,137	1,085

Region-wise Distribution

Country	Professional	Manager	Business Manager	Officers & Executives	Grand Total
India	27,391	6,585	176	49	34,201
Philippines	10,110	733	11	4	10,858
SA	2,611	369	6	2	2,988
USA	616	519	57	21	1,213
Sri Lanka	775	247	2	1	1,025
UK	220	175	47	11	453
Romania	314	112	3		429
China	352	59	1		412
Poland	85	39			124
Costa Rica	80	34	1		115
Spain	79	23	1		103
Australia	40	17	6	2	65
Turkey	14	24			38
Ireland	5	11			16
Germany	5	4	2		11
France	8	2	1		11
Canada	2	4			6
Netherlands		1	3		4
UAE		1	3		4
Singapore		1	2		3
Switzerland		1			1
New Zealand			1		1
Grand Total	42,707	8,961	323	90	52,081

KEY DIVERSITY AND INCLUSION PRACTICES AND PROGRAMS IN FY 2021-22:



Equal Opportunity Policy

WNS strives to ensure that there is no discrimination in the treatment of employees and their access to employment, training and promotion. Our practices are built exclusively on a fair assessment of ability and performance-related criteria. We ensure fairness and equality in our company with the help of this policy which acts as a guide to practices related to recruitment, employee engagement and talent skill management.

Respectful Workplace

Our organization's success is intrinsically linked to the performance of our people. As such, we strive to provide our employees with the proper motivation, respect and dignity necessary to deliver to their potential. We believe that a respectful workplace is the fundamental enabler for employees to do their best. The Respectful Workplace program is devised in such a manner that it will help its participants to honor each other's individual dignity and contribution.

WNS' Inclusion on the Bloomberg Gender-Equality Index 2022

WNS has been included for the second consecutive year in the Bloomberg GEI index. WNS and 417 other companies have been recognized in the 2022 GEI for their commitment to transparency and setting a new standard in gender-related

The 2022 GEI expanded globally to represent 45 countries and regions, including firms headquartered in Colombia and Uruguay for the first time. Member companies represent a variety of sectors, including financials, technology and utilities, which collectively have the highest company representation in the index.

The GEI recognizes gender-related practices and policies in publicly listed companies, measuring gender parity across five pillars: female leadership and talent pipeline, equal pay and gender pay parity, inclusive culture, sexual harassment policies, and pro-women brand. It analyzes the quality of gender-related disclosures and data excellence, providing an increased breadth of ESG data.

We, at WNS, have long considered equality a business imperative and are constantly working to create a culture of inclusiveness. We take pride in being recognized by Bloomberg in the GEI. At the same time, we remain committed to advancing the five principles at the core of the Index and ensuring 'belongingness for all' at our organization.

Broad-Based Black Economic Empowerment Initiatives

WNS supports the South African government's Broad-Based Black Economic Empowerment (B-BBEE) program by implementing initiatives to advance economic transformation and participation of Black people in the South African economy. We have achieved a B-BBEE Level 1 rating, the highest rating attainable, following audits on five pillars, namely ownership, management control, skills development, preferential procurement (including enterprise and supplier development) and socio-economic development. This sets us apart as a socially conscious and transformative organization and an outsourcer of choice as we, in turn, add value to our South African clients' B-BBEE scorecards.

We implement various transformative programs, including initiatives targeted at empowering Black women, Black people living with disabilities, Black youth who are unemployed or underemployed, and emerging Black-owned companies.

One of our initiatives is detailed as follows:



Destined for Diversity

Sustainable employment for people living with disabilities is a challenge globally. In South Africa, people with disabilities comprise less than I percent of the total employees in both government and private companies.

WNS acknowledges the need to invest in the development of people living with disabilities through the implementation of our Destined for Diversity program, which forms an integral part of our B-BBEE initiatives. We have enrolled previously unemployed or under-employed people living with disabilities on a 12-month learning journey, equipping them with a formal qualification, essential life and leadership skills and workplace exposure to enhance their future employment opportunities. In addition, we provide coaching and psycho-social support. These individuals are integrated into the work environment, ensuring that we value and recognize them for their unique contributions, without highlighting their disabilities.

We also support our clients to meet their skills development strategies by enabling them to outsource the training and hosting their learners living with disabilities.



Participants in this program have shown tremendous tenacity and willingness to learn and grow, demonstrating that given the right opportunities, success is possible regardless of economic background or physical challenges. They build vision boards and are taught to set, monitor and achieve short, medium and long-term goals during the program.



Destined for Diversity Graduate: Mihle Nongxa

The program has taught me to be confident, increased my self-belief and motivated me to do better everyday. We can make mistakes in our working environment, but we should take that as a lesson. It has also made me see my future while still planning it. Now I can do things that I thought I would fail to do.

I learned how to be a manager and what you have to deal with in this role, like solving problems and issues that you come across. I have learned to communicate effectively with my team and listen to my team members carefully. When there are problems, you need to come up with possible solutions and always make sure you apply the SMART process to your solutions.

I really appreciate the opportunity. NOW I BELIEVE THAT I CAN.

Centurion

This WNS flagship initiative aims to provide an enabling environment to female employees for honing their skills for the next role and helping them in their career progression. This will help us with our objective of creating a pipeline of women leaders and strengthening our diversity and inclusion agenda.

TESTIMONIAL

"The Cornell sessions have been meticulously curated and executed. It has given us a robust powerhouse of tools and techniques which are quite pragmatic. The compelling questions in each of these tools make us think from the standpoint of our values, strengths and goals. This introspection and reflection has helped me rediscover myself. I did not question myself so much earlier. This will enable me to play full out. The sessions are quite interactive with the coach and the breakout sessions also keep us all connected. The Athenaeum series is in tandem with the ongoing challenges and further cushions our learning and development needs."

- Centurion Participant

Through this program, female employees identified with high potential get to move into leadership roles in an accelerated period of 30 months. The program provides multi-faceted development interventions to build both domain and leadership skills. This includes academic certifications from premier institutions, allied function exposure and certifications. participation in industry forums and much more. We have collaborated with Cornell University as an academic partner for this initiative.

We aspire to enable 100 women leaders to move into key leadership positions over the next four to six years. As part of the Centurion program. women managers have been groomed to manage leadership roles across business units. The Centurion program has garnered multiple accolades and has an Net Promoter Score (NPS) of 9.3 out of a possible 10.0.

Campus Program

Our campus hiring strategy continues to focus on having a healthy gender balance in our fresher program batches for business and enabling unit roles. Our internal guidelines help us ensure that we have diversity and gender balance in our mid-managerial levels paving the way for diversity across levels and business units.



CEO Millennial Council

Generational diversity is another key consideration in our people agenda. Considering that a majority of our workforce comprises millennials between the ages of 20 and 35, we strive to engage these young minds in our decision-making process. The CEO Millennial Council is a formal forum 'for and by' WNS millennials, giving them the opportunity to choose and drive certain focus areas within the organization. It provides our young employees a platform to put forth pragmatic business ideas and drive their implementation with support from company leadership.



People Policies and Programs

We continuously update our employee policies and programs to ensure that our diverse workforce feels included and engaged. We provide a variety of employee services such as transportation, cafeteria, medical facilities, and recreational areas.19

Our employees also have flexibility with respect to work hours and shift timings and have access to benefits such as health insurance and parental leave. In FY 2021-22, 24,156 women and 28,504 men were entitled to parental leave. During the course of the year, 614 women and 864 men availed this leave; 84 percent and 83 percent of them, respectively, were still working with us as of March 31, 2022.20



TALENT AND SKILL MANAGEMENT²¹

As the business and technological landscape continuously evolves, it is imperative for us to keep reskilling and upskilling our people. As a result, our talent strategy incorporates the company's business needs to develop relevant capabilities in a timely fashion. Our efforts to forge a trained, flexible, digitally capable and resilient workforce are built on the three key pillars of future-ready workforce, robust leadership bench, and focus on talent development.



Future-ready Workforce

To make our workforce 'Future-ready', we have adopted a three-pronged approach:



Digital Future (DiFu)

Four-step journey to identify, assess and build capabilities across the organization in order to be digitally ready for the future.

Successfully completed the first phase of building a 'digital mindset' through a series of workshops with industry experts for 171 leaders across the organization.



WNS Education Program

A curriculum-based certification for developing techsavvy domain specialists with the right skillsets to thrive in a digital world.

Our aspiration is to upskill 30 percent of our workforce over the next three years.

The program has added RPA Fasttrack & Analyst, AI/ML Fasttrack & Analyst, Analyst fasttrack, Data Storvteller and Intelligence Visualization certifications.



Future Skills

Employees can upskill themselves on nine emerging technologies using the FutureSkills self-service module on Glint.

Organized in collaboration with National Association of Software and Service Companies.

Digital Future (DiFU) - Digital Capability Development Program

Digitization, driven by technology and automation, is changing the way we service our clients. DiFU was created to identify, assess and build the competencies required in this evolving business landscape. Based on a study which identified 23 crucial traits that measure an individual's digital readiness, the digital competency framework was created for different employee levels across five stages of digital maturity.









A digital assessment platform has been designed and developed to identify gaps and build targeted interventions. The findings of this exercise are being used to activate and build mindsets, identify and articulate digital capabilities for each domain, and augment this effort through an internal Center of Excellence (CoE).

This program has helped build a 'digital mindset' and enhance the problem-solving abilities of 200 top leaders within our organization. It has culminated in the creation of a digital solution in the Insurance domain, which is being offered to clients as a domaincentric solution.

DiFu is also expected to facilitate a smoother transition to newer technological changes. This, in turn, will help us stay ahead of the competition, and improve customer satisfaction by providing them with digital solutions required for success. The program has received positive feedback from participants, delivering an NPS score of 8.1.



Leadership Bench

We have designed a series of unique programs for WNS leaders, from future first-level managers up to senior executive leadership.

Signature Leadership Development Program

Top 100 Leaders are undergoing this program, implemented in partnership with Korn Ferry and Harvard University.

Succession Planning

Bi-annual talent review workshop to discuss the leadership bench and potential successors for critical roles.

Learning journey to build a strong talent pipeline at the mid-to-upper leadership level, in partnership with Cornell University.

Compass

Our self-paced learning platform for managers transitioning into new roles.

Trusted Client Advisor

A curated learning journey for the Global Client Partnering team, which comprises four modules co-created with leading learning providers.

I-Excel

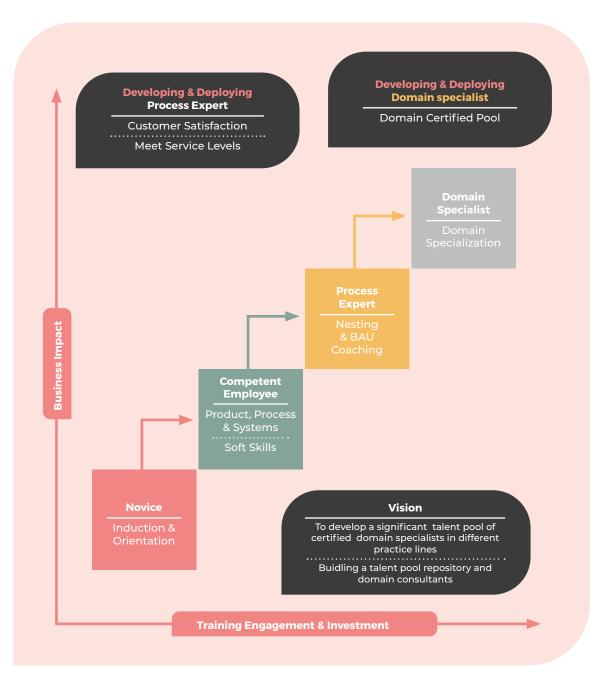
Leadership learning program is designed for specific groups from the business units, horizontal functions and support functions. This program is in partnership with Harvard Business Publishing and Cornell University.

Gravitas

Gravitas is a leadership development program curated for Senior Finance and Accounting (F&A) Leaders that focuses on self-introspection, communicating with impact, executive presence and personal well-being.

SEED Program

Industry knowledge encompasses the accumulation of knowledge and awareness of the intricacies of what is happening to specific industries of interest. Knowledge of an industry from a stakeholder's perspective can never be over-emphasized. It is normally pursued to acquire or create a competitive advantage which ultimately leads to business growth and enhanced client delivery. Industry knowledge requires employees to be abreast with operational nuances, transformation and digital strategies, and workflows in order for them to understand their role in the larger scheme of things. This empowers and equips them to deliver better results for the business and enhanced customer satisfaction. This is also a key contributor for employee growth within the organization. For WNS, investing in domain upskilling and creating a pool of domain-ready resources is a proactive way to also address new business requirements quickly. WNS is invested in making a difference to both clients and employees alike via our bespoke and highly customized SEED program catering to industries like BFSIH.



Below is the representation of some of the domain certifications that WNS invests in:

Vertical	Industry-specific Certifications
Insurance	FA2 - Pensions Administration CF1 - UK Financial Services, Regulation and Ethics IF3 - Insurance Underwriting Process IF4 - Insurance Claims Handling Process LM1 - London Market Insurance Essentials LM2 - London Market Insurance Principles and Practices LM3 - London Market Underwriting Principles
S&L ISB	Cargo-wise Certified Program
BFS	CAMS (Certified Anti-money Laundering Specialist) CFCS (Certified Financial Crime Specialist) CDCS (Certified Documentary Credit Specialist)
HEALTHCARE	AHM - Academy for Healthcare Management Certified Professional Coder (CPC) US Registered Nursing program through NCLEX
F&A	Indian Actuarial Institute Conducted by SOA: Society of Actuaries (US) CPA (Certified Public Accountant) certification ACCA (Association of Chartered Certified Accountants) UK - platinum partners



Talent Development

The BPM industry is continuously evolving, driven by the advancement of technology and automation tools and platforms. This ongoing shift is necessitating the need for a fungible talent pool to meet changing business requirements.

Winning DNA Leadership Competency Framework

Aimed at developing future leaders.

Backbone of customized leadership and

Glint

Al-led digital learning and knowledge platform that enables learning in the form of journeys through curated pathways specific to BU, band, role, competency, partner or location.

Average training hours in FY 2021-22:22

Category	Male	Female
Professionals	102	130
Manager	16	14
Business Manager	12	9
Officers & Executives	10	10

In addition to building their technical competencies and leadership development skills, we also train our employees on WNS' Code of Business Ethics and Conduct (CoBEC), which contains specific elements related to human rights. The annual completion of the CoBEC learning module is mandatory for all employees.²³

WNS' talent and skills management efforts have culminated in a series of awards and recognition for our talent, learning and development efforts in FY 2021-22. This can be referred to on page 58-59 under Awards and Recognition.

GRI 103-1, 103-2, 103-3 (Human Rights Assessment)

EMPLOYEE HEALTH, SAFETY AND WELLNESS

At WNS, we recognize our responsibility towards providing a safe and healthy environment for all our employees. The health, safety and wellness of our global employee base has a direct impact on our business, including talent access and retention, employee morale and productivity.

This year, two work-related injuries were recorded across our sites, covering more than 50,000 employees working in 54 facilities.24

We keep our workforce updated with the training and information required to ensure their own wellbeing as well as that of their colleagues. These include formal training programs on first aid and fire safety, chemical handling and spill containment drills, in addition to medical emergency mock drills.²⁵





We also respect the freedom of association of our employees. In FY 2021-22, WNS had 129 employees in France and Spain represented by an independent trade union or covered by a collective bargaining agreement.26



Employee Engagement

Frequent engagement holds the key to a satisfied workforce. It provides us with a tool to understand employee expectations and address any concerns in a timely and effective fashion. At WNS, we regularly reach out to our employees to gauge their engagement levels and understand and address any issues they may be facing. This year, our annual survey found 88.5 percent of men and 89.8 percent women to be actively engaged.

Additionally, we conducted the following region, business unit and situationspecific engagement surveys to help us tailor our initiatives:

Survey Name	Engagement Scores
Rewards and Recognition (LOC) Survey	3.10
Icomp Survey	3.72
New joiner Survey:	
15-day Survey	4.20
30-day Survey	4.60
BTG Survey	3.86
HealthHelp Leadership Survey	4.38

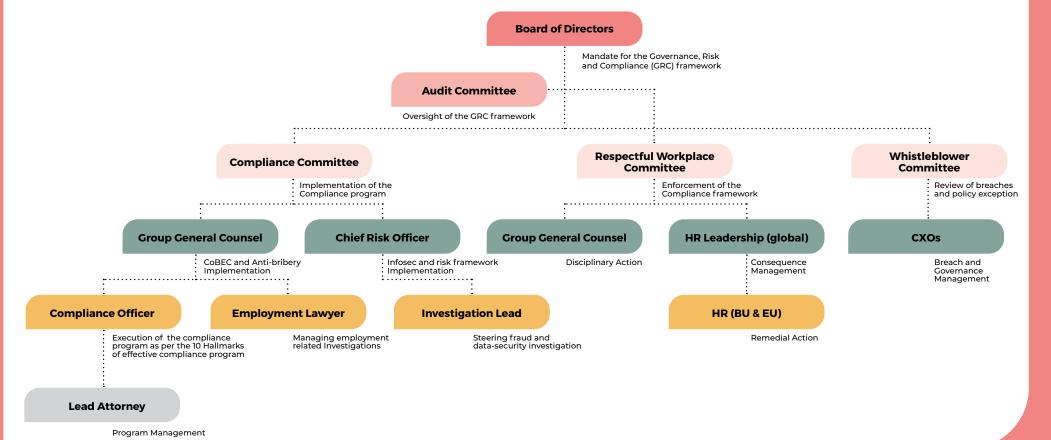
GRI 103-1, 103-2, 103-3 (Occupational Health and Safety)

ETHICS, INTEGRITY AND COMPLIANCE

ARCHITECTURE AND FRAMEWORK

The Ethics and Compliance function at WNS is owned by the highest governing body of the organization, the WNS Board of Directors, with oversight provided by the Audit Committee of the Board.

The organogram below highlights our Ethics and Compliance architecture:







BUSINESS ETHICS AND CONDUCT

The CoBEC is the foundation of our culture and decision-making. It applies to each person or organization that helps us serve our stakeholders (such as employees, directors, contractors, vendors, etc., collectively defined as Associates) as we conduct our business.

The CoBEC goes beyond prescribing principles and practices that the company and our employees should follow. While CoBEC sets the overarching ethical standards for the business, there are guidelines and governance processes that constitute the operating framework for the compliance program. For example, Client Gift and Entertainment Guidelines; Supplier Governance framework, Know your Business Partner evaluation standards, etc.

All directors, officers and employees of the company are informed of the code on joining. It is displayed across our office premises to all visitors and employees, made available on our website, and provided to anyone on request.

POLICIES AND PROGRAMS

The company's compliance standards are provided in formal written policies, which are applicable to all employees as follows:

- (i) Code of Business Ethics and Conduct (CoBEC)
- (ii) Anti-bribery and Fair Dealing Policy
- (iii) Client Gifting and Entertainment Guidelines
- (iv) Fair Treatment, Respect and Dignity at Workplace
- (v) Speak Up Policy
- (vi) Supplier Code of Conduct

The employees are made aware of the above policies through mandatory E-learning program as a part of the Annual Compliance Sign-off Program.

CoBEC is the overarching compliance policy, which also underpins other areas of compliance oversight including:27

- (i) Reporting, accounting and financial records
- (ii) Conflict of Interest
- (iii) Anti-money laundering
- (iv) Insider Trading

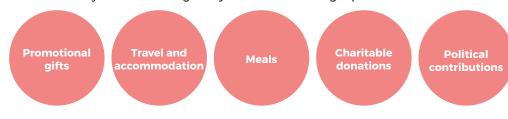


ANTI-BRIBERY AND FAIR DEALING POLICY



At WNS, bribery in any form is strictly prohibited, whether indirect or direct, and whether carried out by or through employees, agents, subsidiaries, business partners or other intermediaries or third parties associated with us.

Our Anti-bribery and Fair Dealing Policy covers the following aspects:



For more information, please refer to our website.

INSIDER TRADING POLICY

WNS' Insider Trading Policy prevents Directors, Officers, Employees or Key Employees of the Company from trading in the securities of the Company with information which is price sensitive in nature and may affect or influence the fair trading in the NYSE stock market. Examples of material information include (but are not limited to) information concerning dividends; corporate earnings or earnings forecasts; possible mergers or acquisitions; tender offers or dispositions; major new products or product developments; important business developments such as major contract awards or cancellations, developments regarding strategic collaborators or the status of regulatory submissions; management or control changes; significant litigation or regulatory actions; significant borrowing or

financing developments including pending public sales or offerings of debt or equity securities; defaults on borrowings; bankruptcies; and any knowledge regarding a significant cybersecurity incident experienced by our company. Moreover, material information does not have to be related to the company's business. For example, the contents of a forthcoming newspaper column that are expected to affect the market price of a security can be material.

For more information, the policy is available on the company website.



WHISTLEBLOWER MECHANISM

It is our policy to treat complaints seriously and expeditiously. Associates are given the opportunity to submit (for review) confidential and anonymous complaints, without any limitation. These include:

- Fraud against investors, securities fraud, mail or wire fraud, bank fraud
- Fraudulent statements to the U.S. Securities and Exchange Commission (the 'SEC') or applicable regulatory authorities or members of the investing public
- Violations of any laws, rules, guidelines or SEC rules and regulations applicable to the company and related to accounting, internal accounting controls and auditing matters



- Intentional error or fraud in the preparation, review or audit of any financial statement of the company
- Significant deficiencies in or intentional non-compliance with the company's internal accounting controls
- Any other matter that involves reporting of the violation or potential violations of the company's CoBEC or any applicable law

If requested by an employee, the company ensures that it fully protects the confidentiality and anonymity of the employee as far as possible, consistent with the need to conduct an adequate review. Vendors, customers, business partners and other parties external to the company are also given the opportunity to submit complaints. However, the company is not obligated to keep complaints from nonemployees confidential or to maintain the anonymity of non-employees.

All complaints are reviewed under the direction of the Audit Committee and oversight by the company's General Counsel, internal audit manager or such other persons as deemed appropriate.

For more details, please refer to our website.

BREACH MANAGEMENT PROCESS

The management provides multiple avenues for the employees to raise their concerns with the management, including 24x7 Ethics hotline, which operates across the globe with services available in all international languages.





TRAINING AND COMMUNICATION

Employees go through a mandatory annual refresher training on CoBEC which includes a declaration and undertaking provided by the employees to abide by the same.

Employees who join the organization are expected to complete the above training program within 30 days of their joining date.

In addition, the senior employees are expected to provide disclosures on a bi-annual basis (1st of April and 1st of October every year) for assuring that there is no conflict of interest in their personal or professional capacity.

As per the risk profiling of the employees, viz, employees with external interface and employees who are involved in negotiations, finance and accounting, go through additional face-to-face training on the regulatory requirements for avoiding bribery and corruption in business.



THIRD-PARTY RISK MANAGEMENT

Anti-bribery provisions and subscribing to the Supplier Code of Conduct are a part of the contractual obligations for all third parties doing business with WNS.

In addition, there is a risk management framework applicable to the Supply Management function operated through a third-party service provider.

As per the risk screening process, all the third parties including suppliers, customers, sub-contractors and service providers go through a sanction check and their SOE (State Owned Entity) or PEP status is also ascertained for additional safeguards concerning to anti-bribery compliance.

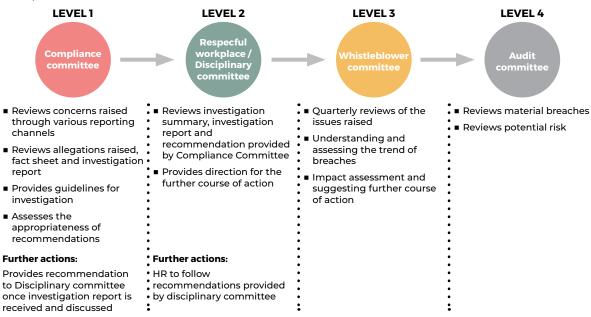
A snapshot of the Know Your Business Partner Program (KYBP) is provided below:

Know Your Business Partner Type of **Business** Monitoring 3 What does Who is the Red the business **business Partner** Partner do Flags Risk Mitigation 2 6 5 **Business** Nature of Service credentials / Payment ©Copyright2020 WNS(Holdings) Ltd. All Rights reserved

WHISTLE BLOWER: SPEAK UP - ETHICS HOTLINE



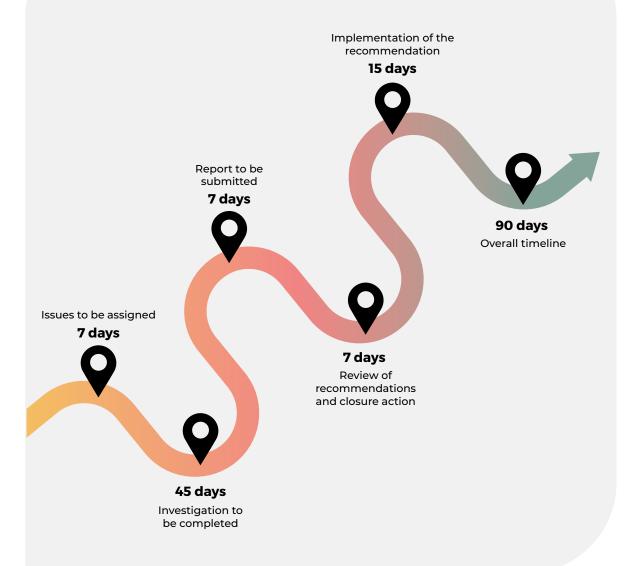
The speak up cases and other reported non-compliances are reviewed by the Management, at multiple levels, in a time-bound manner:



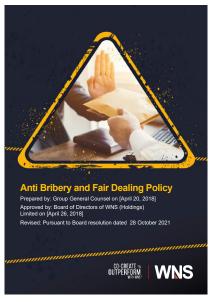
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The above review mechanism ensures that reported breaches are resolved in a time-bound manner as follows:



The compliance program at WNS is dynamic and evolving, keeping pace with the developments in the external world. Accordingly, our compliance policies are reviewed annually, and necessary changes are made to meet not only the regulatory expectations but also to manage the stakeholder requirement towards operational excellence.





Document Control

Title:	Code of Business Conduct & Ethics			
Identification:		No of pages:	21	
Issue Number:	1	Amendment:	As per the details below	
Date of issue:	November 25, 2016	Status:	Definitive	
Amendment summary:				
Date	Version	Reason for Ar	nendment	
July 25, 2018	2	Changes in Weapons and Controlled Substances clause Change in Personal Relationship clause Deletion of Corporate Opportunities clause		
July, 2019	3	Revision of gift limit		
October 28, 2021	4	Change in Whi	stleblower reporting portal link	
July 20, 2022	5	Revision of gift	limit	
Circulation:	WNS Intranet, WNS V	Vebsite		
External references:	Not applicable			
Associated documents:				

At WNS, we are committed to delivering value to our customers in an ethical manner. Our clients' trust is a key driver of our success, and we strive to comply with all applicable laws and regulations, and maintain transparency in our disclosures and communication. We have implemented policies, mechanisms and frameworks to ensure that each WNS employee remains firmly on the path of compliance while discharging their duties.



COMPLIANCE FRAMEWORK

We have adopted a proactive approach towards compliance in order to avoid nonconformities to applicable legal and other obligatory requirements. WNS' framework also includes guidance on handling legal disputes, prescribing compliance norms, improving dispute management practices and establishing internal regulations and risk prevention mechanisms. The compliance framework is aligned with the sustainability management approach in ensuring that compliance issues related to any initiatives are handled appropriately to ensure minimal negative impact on the company.

Due to the nature of our work, we are required to comply with numerous, and sometimes contradictory and uncertain, laws and regulations as applicable to BPM processes. These include matters relating to import and export controls, trade restrictions, taxation, immigration, internal disclosure and control obligations, securities regulation, anticompetition, data privacy and protection, anti-corruption, and employment and labor relations. In addition, we are required to obtain and maintain permits and licenses to conduct our business in various jurisdictions.

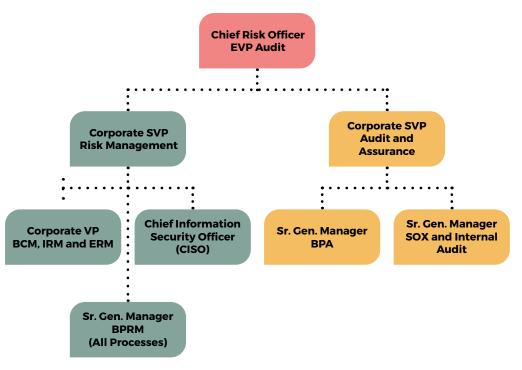
Our clients' business operations are also subject to numerous regulations in the jurisdictions in which they operate or that are applicable to their industry. They may contractually require that we perform our services in compliance with regulations applicable to them or in a manner that will enable them to comply with such regulations.

RISK MANAGEMENT

The risk management processes at WNS are centered around four key risk management programs, including:

- Enterprise Risk Management: The 'apex' risk management program for managing strategic and operational risks at the group level, across business units, enabling units and geographies
- Information Security: To manage risks pertaining to the confidentiality, integrity and availability of client and WNS information
- Business Continuity and Infrastructure Risk Management: To prevent, monitor and mitigate the risk of disruption of critical business processes and infrastructure
- Business Process Risk Management and Audit: To identify operational risks within business processes, recommend mitigating controls and verify continued operating effectiveness of controls28

We have set up a Risk Management & Audit team which is a centralized function with members across various geographies in which WNS operates. The role of this team is to conduct various risk management and assurance activities in the company. The team is independent of other business and enabling units, as depicted below:29



RESPECTFUL WORKPLACE PROGRAM

We aim to provide our employees with an inclusive, equitable and unbiased workplace. To this extent, we promote collaboration and respectful relationships based on a humane and ethical mindset among our employees. The program aims to propagate inclusion and break biases based on gender, ethnicity, sexual orientation or any other form of diversity. It also covers prevention of sexual harassment at the workplace and drives awareness of our policies and approach in this area.





COMMITMENT TO COMPLIANCE

WNS complies with all applicable laws, rules and regulations. These include, without limitation, laws covering bribery and kickbacks, copyrights, trademarks and trade secrets. information privacy, insider trading, illegal political contributions, antitrust prohibitions, foreign corrupt practices (including the Foreign Corrupt Practices Act), offering or receiving gratuities, environmental hazards, employment discrimination or harassment, occupational health and safety, false or misleading financial information, or misuse of corporate assets.

The Statutory Compliance Module (SCM) of the company is a tool which covers a wide range of applicable global regulatory compliances, be it time-based (occurring at pre-specified time intervals) or event-based (occurring only subject to certain pre-specified events taking place). The areas of compliance are Finance, Admin/Facilities, HR/Labor and Statutory, which are assigned to the respective compliance owners across various jurisdictions i.e., places where WNS has its operations/delivery locations. The portal sends out reminder e-mails to the concerned compliance owner reminding them of the upcoming compliance requirements. If such compliance owner fails to attend to such compliances and mark their status (Complied/Not Complied/In-Progress) on the SCM Portal, the SCM Portal will escalate such failure to the appropriate personnel highlighting the issue. Each functional compliance owner signs off the compliance certificate on a quarterly basis, with the WNS legal team acting as the administrator of the SCM. All compliances are verified and validated by a global consultancy firm, and the module is updated periodically to maintain currency.

BOARD OF DIRECTORS³⁰



Timothy L Main Chairman, WNS (Holdings) Ltd.



Keshav Murugesh Group Chief Executive Officer



John Freeland Director



Jason Liberty Director



Francoise Gri Director



Gareth Williams Director



Keith Haviland Director



Michael Menezes Director



Mario P Vitale Director



Lan Tu Director

ABOUT THE BOARD³¹

Timothy L Main was appointed to the WNS Board in June 2021, and he also serves on WNS' Compensation and NCG Committee. In September 2021, he was appointed as the Non-Executive Chairman of the Board. Currently, Mr. Main serves on the Board of Quest Diagnostics as Chair of the Cybersecurity Committee and a member of the Audit & Finance and Governance committees. He is also on the Board of SCP & CO Healthcare Acquisition Co., where he serves as a member of the Audit & Finance Committee. He has spent his entire career in the B2B services or outsourcing environment, including more than 25 years at Jabil, a leading provider of manufacturing services with a global operational footprint. Most recently, he was the non-executive Chairman of the Board of Directors and a member of the Cyber Committee at Jabil Inc. During his tenure as Chief Executive Officer of Jabil, he led the company's transformation and growth to a USD 17.6 billion. 141.000 employee organization through organic growth and strategic acquisitions. He comes with a rich experience and distinguished track record in international operations, corporate governance, vision and strategy, and technologyled growth. Mr. Main holds degrees from Michigan University and the Thunderbird School of Global Management. The business address of Mr. Main is 515, Madison Avenue, 8th Floor, New York, NY 10022.

Gareth Williams was appointed to our Board of Directors in January 2014. Presently, Mr. Williams serves as a member of the Board of Trustees of Cicely Saunders International. a charity that funds research and education on palliative care. Mr. Williams also served as an independent director of SAGA plc until December 2020. He served as a Chairman of YSC until November 2017. He also served as a member of the Board of YSC from 2013 to 2017. He also served as the advisor to the Chief Executive Officer of Diageo plc until June 2014. Prior to his appointment to our Board, he was Director. Human Resources at Diageo plc, one of the world's leading premium drink companies. Prior to taking over as Head of Human Resources at Diageo in January 1999, Mr. Williams held a series of key positions in HR at Grand Metropolitan,

plc in North America and the UK from 1984 to 1998, leading up to the merger with Guinness that formed Diageo. Before ioining Grand Metropolitan, he spent 10 years with Ford of Britain in a number of HR roles, Mr. Williams graduated with a Bachelor of Arts degree in Economics from the Warwick University. The business address of Mr. Williams is Malta House, 36-38 Piccadilly, W1J ODP, London, United Kingdom.

John Freeland was appointed to our Board of Directors in September 2014. Currently, Mr. Freeland is the Chairman and founder of JF Manufacturing LLC and the founder of JF Fitness of North America. He is on the Board of Trout River Lumber, LLC and Scout Logic, Inc and also serves as an advisory partner of Next Horizon Capita I(Erstwhile North Star Capital Investors). He was on the Board of Compuware Corporation during the year 2014. He brings over 35 years of experience to WNS. Most recently, he was the Chief Executive Officer of Symphony Information Resources, Inc. from October 2007 to May 2012, a leading global provider of information, insights and decision solutions. In his previous roles, he was President - Worldwide Operations for salesforce.com and a Managing Partner at Accenture in the areas of global Insurance and global Customer Relationship Management, During his 26-year career at Accenture, he was also appointed a member of Accenture's executive committee. Mr. Freeland has a Bachelor of Arts degree in Economics and a Master of Business Administration from Columbia University. The business address of Mr. Freeland is 515. Madison Avenue. 8th Floor, New York, NY 10022.

Keshav R. Murugesh was appointed as our Group Chief Executive Officer and Director in February 2010. Mr. Murugesh is based out of Mumbai. Prior to joining WNS, Mr. Murugesh was the Chief Executive Officer of Syntel Inc., a Nasdag-listed information technology company. He holds a Bachelor of Commerce degree and is a fellow member of The Institute of Chartered Accountants of India. Prior to Syntel, he worked in various capacities with ITC Limited, an affiliate of BAT Plc. between 1989 and 2002. Presently, he is an Executive Council member of the

National Association of Software and Service Companies ("NASSCOM")32. He is also Charter Member of the Board of Trustees for TiE Mumbai, which is a non-profit organization focusing on fostering entrepreneurship through mentoring. networking, funding and incubation and a member on advisory board of Atlas Skilltech University, a self-financed academic university. Previously, he held the position of Chairman and a Director at the Data Security Council of India, a not-for-profit, industry body on data protection in India set up by NASSCOM (from 2019 to 2020) and Vice-Chairman of the Executive Council of NASSCOM. He was the Chairman of the Audit Committee of NASSCOM (from 2017 to 2018) of which he stepped off on being elected Vice Chairman and the Honorary Chairman of The Confederation of Indian Industry - Western India's Education Committee (from 2017 to 2018). He has also served as a former chairman of the BPM Council at NASSCOM. NASSCOM is the industry association for the IT-BPM sector in India. He is on the Board of WNS Cares Foundation, a company that focuses on sustainability initiatives. He was the Chairman of SIFE (Students in Free Enterprise) India, which is a global organization involved in educational outreach projects in partnership with businesses across the globe, from 2005 to 2011. The business address of Mr. Murugesh is Malta House. 36-38 Piccadilly, W1J ODP, London, United Kingdom.

Michael Menezes was appointed to our Board of Directors in January 2014. Mr. Menezes presently serves as an Executivein-Residence to the Master of Business Administration students at Rverson University in Toronto on a voluntary basis. He is the President of Acumentor Inc. a sole proprietary business engaged in providing consulting and other services. Most recently, he was the special advisor to the Continental Bank of Canada and an advisor to Fairfax India. He was also Chief Financial Officer, Technology, Operations and Corporate Group at Bank of Montreal from 2000 to 2012.Mr. Menezes has over two decades of global exposure, both as Chief Executive Officer and Chief Financial Officer in the Financial Services. Consumer Goods and Agribusiness sectors. In his previous stints, he has been the Chief Financial Officer for ONIC (Holding), Chief Executive Officer of ITC Agro Tech Ltd., India apart from holding various senior finance roles at ITC Ltd in India. Mr. Menezes received a

GRI 103-1, 103-2, 103-3 (Diversity and Equal Opportunity)

Bachelor of Arts Degree in Economics from University of Delhi, India, a Master's degree in Economics from London School of Economics. UK and also qualified as a Member of the Institute of Chartered Accountants of India. The business address of Mr. Menezes is 515, Madison Avenue, 8th Floor, New York, NY 10022.

Françoise Gri was appointed to our Board of Directors in May 2015. Ms. Gri brings over 30 years of international business experience to WNS, most recently as Chief Executive Officer of Pierre & Vacances-Center Parcs Group, a European leader in local tourism. In her previous roles, she was Executive Vice President – France, and then for all of Southern Europe, at Manpower, Inc., a workforce solutions company which she joined in 2007. During her 26-year career at IBM, she served in various executive positions, being at last as the President and Country GM for IBM France. She is a chairperson of Omes Education (erstwhile INSEEC U), which is a private multidisciplinary higher education and research institution, and a member of the Board of Directors and chairperson of the Risk Committee at Credit Agricole. She is also on the board of Française Des Jeux, Credit Agricole Investment Banking and acts as an independent lead director at Edenred, Ms. Gri has a Master of Science degree in Computer Engineering from Ecole Nationale Superieure d'Informatique et Mathematiques Appliquees (ENSIMAG) in Grenoble, France. The business address of Ms. Gri is Malta House, 36-38 Piccadilly, W1J ODP, London, United Kingdom.

Keith Haviland was appointed to our Board of Directors in July 2017. He brings 35 years of global technology and business experience to WNS, including strategic vision, executive leadership, operational execution and C-suite relationships. He spent 23 years with Accenture where he was a key founder of their offshore business model and global delivery network for their Technology Services later becoming responsible for all client -facing technology. He finished his tenure at Accenture in 2013 as Senior Managing Director of Technology Services and a member of their Global Leadership Council, Currently, Keith is an Emmy

nominated film producer and the founder of Haviland Digital Limited, a company dedicated to creating awardwinning intelligent film, television and digital media. He also serves on the board of Mission Control Productions Limited, Caravan Media Limited, Haviland Digital Co-Productions Limited, 35 Yard Development Limited and Tin Goose Films Ltd. Mr. Haviland received a Master of Arts degree from Gonville and Cajus College, Cambridge University in Mathematics and Management Science and is Fellow of the British Computer Society, a Fellow of the Institution of Engineering and Technology and a Liveryman of the Worshipful Company of Information Technologists. The business address of Mr. Haviland is Malta House, 36-38 Piccadilly, W1J ODP, London, United Kingdom.

Mario P. Vitale was appointed to our Board of Directors in October 2017. He has over 40 years of experience in the insurance industry. Currently, Mr. Vitale serves as the Chief Executive Officer of Resilience Cyber Insurance Solutions, a startup of a cyber-insurance platform for insurance, a member of the advisory board of Kalepa Insurance and Director on the Board of Broad Street Partners, an insurance brokerage Services Company. He also serves as the Trustee of St John's University College of Insurance and the Director of Growthsource Academy, a non-profit organization. Most recently, he was the Chief Executive Officer of Aspen Insurance, a leading specialty insurer. In his previous roles. he has been the Chief Executive Officer of Zurich Insurance Group's Global Corporate business in North America from October 2006 to March 2011 and the Chief Executive Officer of Willis North America from January 2000 to October 2006. He was the Chairman of the Board of Blue Marble, a microinsurance company from February 2016 to April 2017. The business address of Mr. Vitale is 515, Madison Avenue, 8th Floor, New York, NY 10022.

Jason Liberty was appointed to our Board of Directors in February 2020. Mr. Liberty brings over 24 years of finance experience and deep domain expertise in the travel and leisure vertical. Currently, Mr. Liberty is the Director.

President and Chief Executive Officer for Royal Caribbean Cruises Ltd ("Royal Caribbean"). Since joining Royal Caribbean in 2005. Mr. Liberty has had many roles, most recently as Executive Vice President and Chief Financial Officer in his former role. He was responsible for overseeing their finance and accounting, strategy, shared service operations, technology, supply chain, port operations, legal and risk management functions. Before joining Royal Caribbean Cruises Ltd. in 2005, he was a senior manager with KPMG, LLP. Mr. Liberty earned his MBA from University of North Carolina at Chapel- Hill, Kenan-Flagler Business School. The business address of Mr. Liberty is 515. Madison Avenue, 8th Floor, New York, NY 10022.



Lan Tu was appointed to the WNS Board in February 2022 and serves on our Compensation and NCG Committees. Currently, Ms. Tu is on the board of Shawbrook Bank Ltd and Shawbrook Group PLC and also serves as a member of its nomination, remuneration, risk and audit committees. She also serves as a director on the Board of King's College London and is a member of its Remuneration. Audit and Risk Committees as well. Lan brings more than 30 years of diverse business experience to WNS, especially in strategic growth and financial services. Most recently, she served as the first CEO of Virgin Money Investments and as a Non-Executive Director at Arrow Global Group plc. Lan's prior experience includes serving as the Chief Strategy Officer at abrdn plc. She spent 12 years at American Express in a variety of roles. including leading the Emerging Payments and Services for EMEA, as well as the Merchant Business in the UK and Nordics. She began her career at McKinsey & Company in its London office. Lan holds an MBA degree from Harvard Business School and a Joint Honors BSc. degree from King's College London. The business address of Ms. Tu is Malta House, 36-38 Piccadilly, W1J ODP, London, United Kingdom.

BOARD DIVERSITY33

WNS recognizes and embraces the importance of having a diverse Board of Directors. We believe that a diverse board will bring unique and interesting perspectives and experiences that will enable WNS to achieve its strategic and commercial objectives, including:

Driving business results

Making corporate governance more effective

Enhancing quality of decision-making

Enhancing responsible decision-making capability

Ensuring sustainable development

Encouraging diversity of perspective thereby fueling creativity and innovation

Enhancing the reputation of WNS

As on March 31, 2022, 20 percent of the Board of Directors of WNS (Holdings) Limited are women.

More information on board diversity is available in our Corporate Governance Guidelines available on our website

BOARD COMMITTEES³⁴

Our Board of Directors has three standing committees: an Audit Committee, a Compensation Committee, and a Nominating and Corporate Governance Committee.

Audit Committee

- The Audit Committee comprises four directors: Mr. Michael Menezes (Chairman), Mr. Jason Liberty, Mr. Keith Haviland and Mr. Mario P. Vitale. The principal duties and responsibilities of our Audit Committee are as follows:
- To serve as an independent and objective party to monitor our financial reporting process and internal control systems:
- To review and appraise the audit efforts of our independent accountants and exercise ultimate authority over the relationship between us and our independent accountants: and
- To provide an open avenue of communication among the independent accountants, financial and senior management and the Board of Directors.

The Audit Committee has the power to investigate any matter brought to its attention within the scope of its duties. It also has the authority to retain counsel and advisors to fulfill its responsibilities and duties.

We have posted our Audit Committee charter on our website.



GRI 103-1, 103-2, 103-3 (Diversity and Equal Opportunity)

³⁴ GRI 102-18, GRI 405-1

GRI 103-1, 103-2, 103-3 (Diversity and Equal Opportunity)

Compensation Committee

The Compensation Committee comprises five directors: Mr. Gareth Williams (Chairman). Mr. John Freeland, Mr. Timothy Main, Ms. Francoise Gri, and Ms. Lan Tu. The scope of this committee's duties are as follows:

- To determine the compensation of our executive officers and other key management personnel;
- To administer the 2006 Incentive Award Plan and the 2016 Incentive Award Plan; and
- To review performance appraisal criteria and set standards for and decide on all employee shares options allocations when delegated to do so by the Board of Directors.

We have posted our Compensation Committee charter on our website.

Nominating and Corporate Governance Committee

The Nominating and Corporate Governance Committee comprises five directors: Ms. Françoise Gri (Chairman), Ms. Lan Tu, Mr. Timothy Main, Mr. John Freeland, and Mr. Gareth Williams.

The principal duties and responsibilities of the nominating and governance committee are as follows:

- To assist the Board of Directors by identifying individuals qualified to become board members and members of board committees, to recommend to the Board of Directors nominees for the next annual meeting of shareholders, and to recommend to the Board of Directors nominees for each committee of the Board of Directors:
- To monitor our corporate governance structure; and
- To periodically review and recommend to the Board of Directors any proposed changes to the corporate governance guidelines applicable to us.

We have posted our Nominating and Corporate Governance Committee charter on our website.

The Nominating and Corporate Governance Committee uses its judgment to identify well qualified individuals who are willing and able to serve on our Board of Directors. Pursuant to its charter, the Nominating and Corporate Governance Committee may consider a variety of criteria in recommending candidates for election to our Board, including an individual's personal and professional integrity, ethics and values; experience in corporate management, such as serving as an officer or former officer of a publicly held company, and a general understanding of marketing, finance and other elements relevant to the success of a publicly-traded company in today's business environment; experience in our company's industry and with relevant social policy concerns; experience as a board member of another publicly held company; academic expertise in an area of our company's operations; and practical and mature business judgment, including ability to make independent analytical inauiries.

The Nominating and Corporate Governance Committee considers director nominees with a diverse range of backgrounds, skills, national origins, values, experiences, and occupations.



SUSTAINABILITY GOVERNANCE35

At WNS, we not only strive to enhance our economic performance, but also our ESG impacts. Our strategy and management approach uses our existing systems and strengths as a foundation, from which we look to expand our practices and range to increase the scale of our impacts. We are committed to advancing our Sustainability initiatives and are in the process of implementing an external reporting tool to help reach our ESG goals and objectives with efficacy.

The Nominating and Corporate Governance Committee of the Board has oversight of WNS' ESG initiatives. Our CEO and the other CXOs have executive oversight of these initiatives. The Business Unit and Enabling Unit leaders, meanwhile, are responsible for identifying material issues, and are tasked with implementing our ESG priorities.

Our sustainability management framework is based on the company's:

- Compliance Management Framework
- Environment, Health and Safety Management System (EHSMS) Framework
- Code of Business Ethics and Conduct
- Economic Management System Framework
- Corporate Social Responsibility Priorities

This approach focuses on our operations and those of our key direct suppliers, our customers, and the communities in which we have a presence. We aim to expand it to include greater areas of our value chain, both upstream and downstream. Our future focus to expand sustainability interventions can lead to WNS extending the sustainability management approach to a more overarching focus.



ENVIRONMENT, HEALTH AND SAFETY MANAGEMENT SYSTEM (EHSMS) FRAMEWORK

The EHSMS supports the sustainability management approach of WNS to conduct activities specifically within the areas of:

- Environment and sustainability
- Compliance
- Employees and stakeholders (clients, suppliers, contractors and government)
- Environment, Health and Safety (EHS) integration and business excellence

The EHSMS is established and implemented in line with the latest Environment Management System ISO 14001:2015 and the Occupational Health and Safety Management System Standard ISO 45001:2018. It is guided by our EHS Policy, which is an apex-level document that is duly signed by our senior leaders, including the Group CEO. The policy establishes environmental and health and safety management and sustainability as core parts of our operations in India, the Philippines, Sri Lanka, South Africa and Romania, and declares the intent, direction and commitment of the senior leadership towards it. WNS has also created a concrete plan for quick alignment of its Environment Management System with a carbon reduction approach to move towards Carbon Net Zero. For solidifying WNS' pledge to become Net Zero, WNS intends to sign a commitment letter with Science Based Targets initiative (SBTi) by December 2022.

The EHS Management System allows us to identify and control aspects on an ongoing basis. This, in turn, enables us to mitigate negative effects from our operations, while maximizing opportunities related to the environment, health and safety of employees and stakeholders.

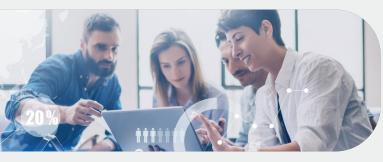
The key role of the EHS Management System, as an integral part of our business, is to take a 360-degree view of possible solutions, going beyond the immediate task to evaluate how these changes can be introduced or managed with least risk exposures or impacts on the workplace, business, community and environment.

WNS has a well-defined Environment, Health and Safety (EHS) Policy which is signed by the Group CEO. This Policy reflects the intent, direction and commitment of the Top Management towards Environment Protection & Health and Safety of Employees. The Four key elements of the EHS Policy are:

- Environment & Sustainability
- Encourage Compliance
- Employees & Stakeholders (Clients, Suppliers, Contractors & Government)
- EHS Integration & Business Excellence

WNS has published its EHS Policy which can be referred to on company website.





INNOVATION & DIGITIZATION

Innovation is at the core of WNS' business model. including the company's technology practice. The company delivers business transformation for our clients by using a combination of proprietary Intellectual Property (IP) and market-leading partner software products. Our strong blend of domain expertise, process excellence, best-in-class technology and advanced analytics enables us to make a sustainable impact on our client's business.



WNS' technology practice continues to build industryspecific and cross-industry solutions by leveraging established and emerging technologies to expedite the shift to the 'Work from Anywhere' model, while simultaneously re-defining existing business models, embedding process intelligence, automation and analytics into business operations. The focus remains on the digitization of process steps, improving operational agility and driving business outcomes.

Some of our key focus areas have been:

- a. building platform-based solutions and services which embed best practices for specific industries / domains, and that drive business outcomes for our client.
- b. leveraging Intelligent Automation including RPA and other AI/ML-driven technologies to drive process automation and
- c. creating SaaS/PaaS applications and intelligent business process and workflow solutions.

We have been recognized as a 'Leader' in the ISG Provider Lens™ Intelligent Automation - Solutions & Services 2021 Quadrant report for U.S. and 'Rising Star' for U.K.

WNS MALKOM

WNS Malkom is our proprietary cloud native digital platform that delivers end-to-end freight automation for Logistics Carriers and Shipping Companies. This platform combines the usage of multiple Cloud native services, as well as AI/ML algorithms, to drive a high level of accuracy, productivity, and reduced cost. WNS Malkom was awarded Bronze Stevie (at the International Business Awards 2020) for 'Artificial Intelligence/ Machine Learning Solution.'

EXPIRIUS

In the customer interaction services (CIS) space, WNS EXPIRIUS, our digital customer experience model, integrates human-assisted design and deep domain expertise with Al-driven conversational insights and consulting-led strategies. The cloud-based omnichannel solution suite powers CX transformation. This has earned us the much coveted Silver Stevie (at the International Business Awards 2021) for 'Best Use of Technology in Customer Service'.

We are constantly augmenting, improving and upgrading our technology solutions and reusable accelerators, combining our in-house technology capabilities and industry-leading technology platforms such as Microsoft Azure, Amazon AWS and Google Cloud.

WNS Triange, our analytics practice, powers data-driven digital transformation, business growth, innovation and AI/ML- driven offerings / services to 120+ clients, resulting in improved outcomes. WNS Triange, which delivers actionable insights for our clients, is powered by:

- Proven Analytics capabilities, embedded with deep domain knowledge
- Intelligent Cloud platforms and technology deployments
- 'Skin-in-the-game' and outcome-driven models
- Specialized Data and Analytics Center of Excellence (CoE) services
- Co-creation labs that deliver ongoing innovation and experimentation
- Strategic partnerships with leaders in analytics and technology solutions

The three core pillars of WNS Triange are:

Triange Consult^{*}

Triange Consult enables our clients to accelerate their data-driven digital transformation through our consulting expertise and transformation roadmaps. We leverage our proprietary frameworks across data strategy, governance, quality, AI/ML operations and domain-specific areas combined with design thinking principles to deliver analytics-driven transformation journey for the clients.

Triange NxT

Triange NxT is a platform-centric approach to building a robust analytics foundation for clients to drive business value at scale. Platforms are created with core components that enable a 360-degree view of data along with slice and dice dashboards, what-if scenario builders, and ML operations. The core components are leveraged to build various Alpowered industry analytics modules with seamless user interface that helps solve specific business problems. All of these components are cloud-based. reliable, and highly scalable. One example of a WNS digital analytics platform is Skense. Skense is an enterprise-grade cognitive data capture and processing platform, underpinned by AI and ML, that drives intelligent automation. Skense ingests structured and unstructured business data, applies proprietary algorithms to generate contextualized information, and summarizes the information to create structured and harmonized data sets.

Triange CoE

Triange CoE is our Center of Excellence which combines domain experience, delivery capability, functional and technology 'best practices.' Powered by analytics accelerators for scalable machine learning capabilities. Triange CoE drives end-to-end execution of industry-specific analytics programs leveraging WNS' deep domain knowledge, Al assets and intelligent cloud partnerships.



Cognitive data capture and processing platform to drive intelligent automation

For a leading general insurance client in the US, Skense (discussed on page 40), was used to transform an insurance policy change request process by eliminating the need for manual, paper-based changes. This WNS-initiated change resulted in seamless management of over 100,000 annual e-mail requests for policy changes and improved turnaround time by 70-80 percent by digitizing the information to be utilized for downstream processes. This also improved the Operations team's efficiency as no-action e-mails (Acknowledgements, Out of Office, Spams etc.) are cleared from the queue, and as a result helped enhanced the customer experience.

For a US regional bank, the Skense platform was used to create a ML-driven financial spreading solution to enable faster credit decision-making. Highly manual inputs and tasks for spreading and analysis increased chances for error and longer TATs for standardization as source documents are stored in multiple disparate systems. Using Skense, we developed a centralized repository and NLP algorithm to automatically extract, categorize and standardize line items thus reducing the need for paper-based analysis. We were able to achieve 100 percent regulatory compliance through AI accuracy & consistency, reduce processing time by 50 percent enabling quicker credit decisions and faster realization of revenue; and lower costs by 25-30 percent.

We were awarded the Stevie Gold (Best Collaboration Solution) for the base platform solution powering Skense.



Automating and Re-engineering Business Processes

For a UK-based Financial Services Company, the procedural steps of closing a mortgage agreement presented a challenge as they were complicated, time-consuming and prone to human errors. WNS helped the client by building a solution with two interconnected modules - one to validate the request and verify related account details and records; and the second to either execute account closure or alert both the customer and the mortgage agent regarding any and has eliminated repetitive manual work, significantly reduced the turnaround time and enhanced the accuracy to 100 percent. Additionally, the solution has helped them to improve employee morale, as their staff are no longer consumed by the time-consuming and repetitive activities. WNS was awarded ISG Digital Case Study Awards 2021 for this solution.



Game-changing Shift to Digital Finance

A global electronics manufacturing company faced challenges with its Finance and Accounting (F&A) operations, which was spread across disparate geographies. These teams were siloed, fragmented and manual. Their decentralized model was leading to high operating costs, and poor compliance and controls. It was also impeding efforts to elevate its finance function to a digital, future-ready state in order to drive company-wide transformation. WNS delivered a digital blueprint leveraging our Quote-to-Sustain (QtS) platform to co-create with our client a custom solution. QtS, an industry-first offering, is powered by data and intelligent automation. This 'business-and-technology stack-as-a-service' is driven by our domain expertise in F&A across industries, combined with its digital technology, advanced analytics and process expertise. OtS provided the client real-time control and business visibility with deep insights, delivered access to powerful analytics-driven reports, and helped generate a scalable, sustainable, digital finance function. This shift was able to support the company's growth, improve compliance and margins, minimize risk, and improve customer satisfaction. Key benefits delivered by the QtS solution included generation of USD 38 million incremental free cash flow by optimizing payments from late paying customers, and 11 percent reduction in bad debt, improved time-toresolve, minimized disputes and deductions, and advanced credit exposure to reduce order holds and credit holds.

WNS Internal Process Improvements

WNS continuously strives to improve its existing systems and processes through persistent efforts. It aims to increase efficiencies through operational excellence. Some examples of internal process improvements include:

WNS GL Gateway (Automated Journal Entry Solution)

WNS operates an internal accounting shared services Center of Excellence (CoE) from India that supports our global operations. The corporate structure consists of multiple legal entities operating across various geographies with disparate time zones and different currency combinations.

WNS implemented an in-house project, 'GL Gateway', to increase efficiency in its journal entry processes that had high dependency on the central team. The goal was to reduce communication and tracking required by local teams to eliminate potential discrepancies. The GL Gateway has automated the manual process, delivering error-free journal entries, reducing processing timelines, and automating control of the process via visual action-boards which help users to get real-time updates on journal entry status and take corrective action accordingly. It has streamlined the process and enabled local and central teams to focus on strategic imperatives rather than operational tasks, helping improve employee morale. As a result, the GL team has been able to completely invert its effort pyramid from process-oriented work to value-oriented decision support by deploying macros to manage multicurrency and multi-entity journal through single uploader. The GL Gateway has improved efficiency in the recording of Journal Entries by 64 percent, and we are currently looking at opportunities to leverage this solution for our F&A clients.

WNS has been named a Gold Winner at the Stevie 2021 International Business Awards for this automated solution.

Accounts Receivable (AR) Analytics

To provide more visibility to our CFO and enable the WNS finance team to look beyond traditional reports for Order to Cash (O2C), the company has developed an Accounts Receivable (AR) Analytics Solution which helps analyze information and drive operating efficiencies across the entire Order to Cash (O2C) cycle from service completion to collection. This is a single point, automated and intuitive Business Intelligence (BI) solution that optimizes cash utilization by tracking monthly invoicing and collection status, providing for invoicing and collection analysis at a highly detailed level, identifying savings opportunities for the AR function by reducing the end-to-end invoicing and collection cycle, and predicting cash inflow at an organization and geography level. It is a completely self-service offering that provides trends, benchmarking, and drill-down capabilities at the horizontal, vertical. client, and individual invoice level. This internal AR solution helped to reduce our average invoice age days from 57 to 51, reduce late collection days from 10 to 3, create strategies around factoring of account receivables where the payment terms were more than 45 days, and forecast accurate cash inflow using predictive modeling.

WNS was awarded the Bronze Stevie at International Business Awards 2021 for this solution.



DIGITAL SECURITY AND CUSTOMER PRIVACY

Digital security and customer privacy considerations are crucial to us and can have a significant impact on our business. We respect the privacy of our customers and endeavor to protect their data and information. We collect certain personal information for the delivery of our services but ensure that it is safeguarded in line with applicable laws and regulations. We obtain customers' consent before collecting such information and provide them with an option to withdraw consent for the use of their information. We also inform them as to how their information will be used and allow them to review.³⁶

WNS has a dedicated Information Security team which is led by the 'Chief Information Security Officer'. The Information Security team works to ensure information security compliance and improving the information security stature of the company. This is accomplished through regular effective reviews and audits of implemented controls, robust incident management practices, and identification and recommendation of new controls. The company's compliance status is periodically shared with the Risk Committee. The Risk Committee, which provides oversight of the Information Security program. comprises top company management including the Leadership Group, and is chaired by our Group CEO.

We have incorporated information security compliance and data protection as an integral part of our service offerings, and are committed to providing continual assurance to our customers and stakeholders. WNS has implemented a robust internal information security framework and has demonstrated compliance with globally accepted industry standards.

Our Information security framework is based on ISO 27001 principles, comprising documented and approved information security policies and procedures. The Information security team conducts risk assessments of the organization and our clients' environments to identify information security threats, vulnerabilities, and risks to business processes in order to implement a robust control structure and mitigate identified risks. In addition, we have created a formal data privacy policy to ensure data privacy efforts and compliance with various data protection acts / rules as applicable.

WNS has achieved ISO 27001 information security certification and is 'Payment Card Industry Data Security Standard (PCI DSS)' certified under the category of 'Level 1 Service Provider' for all client processes that either 'store', 'process' or 'transmit' cardholder information. In addition, we also undergo enterprise wide SSAE 18 / ISAE 3402 SOC 1 and SOC 2 Type 2 audits for our general control environment.

All employees of WNS complete a mandatory computer-based information Security Awareness Program (iSAP) and electronically sign-off on an information security handbook, which is an extract of the Information Security Policy. In addition, employees are required to undergo mandatory training on CoBEC. We brief all employees about in-place security safeguards to ensure protection of information and to be able to identify suspicious activities/data leakage attempts. Employees are also briefed on disciplinary actions associated with any policy violations or data breaches. We provide our employees with cyber security scenario-based training on handling advanced threats such as social engineering, phishing, spear phishing and ransomware threats in video formats, and also subject our employees to certain simulated phishing tests to gauge their readiness to deal with advanced threats.





CLIENT AND DATA PRIVACY DURING REMOTE WORK

We have created a hybrid remote working environment to ensure secure and continued delivery of business services to our clients from any location. Safeguarding data with the highest standards of privacy controls, in line with our information security policies and clientdefined guidelines, remains a key priority for WNS. To achieve this, we have developed a welldefined remote working security governance strategy. Our approach focuses on securing remote endpoints and network connectivity, enhanced security monitoring, adoption of Al/ ML-based user behavior analysis to detect anomalies and provide early alerts, augmenting cyber defense mechanisms with simulated testing, cyber drills and robust incident response methodology with a focus on advanced threats including phishing and ransomware defense process, followed by detection and rigorous educational and awareness campaigns for our employees.

To enhance visibility of threat vectors and actors, we have leveraged third-party digital risk protection solutions. These provide real-time alerts and intelligence on new cyber threats, patterns and threat actors to give threat monitoring an outside-in perspective. The solutions include:

- Curated threat intelligence integration with Security Information and Event Management
- Credential leakage detection on the dark web
- Phishing and brand abuse detection, including monitoring of phishing forums
- Monitoring public internet protocol, domain name system and application infrastructure
- Data-driven dynamic measurement of our cybersecurity performance using a leading security rating platform

To make sure that our remote workers are routinely reminded of their security obligations, we have introduced rigorous awareness campaigns and training during the year. These include mandating that all remote workers confirm secure access and usage by signing off on our 'End User Guidelines for Remote Working'. We also limit the use of their systems for required purposes, to maintain data privacy and confidentiality. Furthermore, we conduct awareness campaigns through email, text messages and other platforms to ensure that employees are aware of cyber security best practices and ongoing phishing attacks. We have also built an in-house training module dedicated to remote security and phishing awareness. hosted on our cloud-based training platform, along with a unique webinar series conducted by the InfoSec leadership. Employees are also provided advanced scenario-based training with real-life examples, insights and tips, and are also subject to simulated phishing testing.

CUSTOMER RELATIONSHIP

Key to our success as a leading BPM company includes client centricity and trusted customer relationships. When it comes to meeting client expectations, WNS sets ambitious goals to enable us to maintain and expand our client relationships.

Our deep industry expertise, which is an outcome of our vertical organizational structure and long-standing client relationships, is further strengthened through proprietary technology offerings, strategic acquisitions and acquiring talent with industry-specific knowledge. Our horizontal services, which are common across multiple industries, include customer interaction services, finance and accounting (including procurement), research and analytics, and technology services. Our domain expertise in each of the 12 industries we serve helps us develop keen insights and transform processes into cutting-edge impactful business solutions by leveraging technology, analytics, and process rigor. We have developed methodologies, frameworks. proprietary knowledge and industry-specific technology platforms applicable to our target industries that allow us to provide industry-focused solutions and help clients better compete within these industries.

At WNS, we focus our efforts on enhancing customer satisfaction and value creation. As a leading BPM company, excellence in service delivery is a key component of our business approach. In order to keep a track of our customer satisfaction, we conduct Voice of Customer (VoC) surveys to measure clients' level of satisfaction on various parameters. In addition to helping us assess our performance, the survey also enables us to continue focusing on their expectations and delivering best-in-class services. The VoC survey is conducted annually for all WNS clients across business units. It adopts a 360-degree feedback approach and covers different levels within each client organization, including the CXO level, department level, functional level, and process level. A team from our Business Transformation Group (BTG) conducts this web-enabled survey as an independent third party to ensure unbiased findings.

Starting with client engagement, the VoC process includes communicating the scope and objective of the survey. Upon completion, the feedback collected from the clients is captured under eight different parameters to ensure all aspects of business are covered. The feedback parameters which are measured are:



The analyzed results of the survey are reported to the WNS leadership team. The findings lead to the chartering of teams to address fulfillment of needs captured in the scorecard annually. Our NPS, as per our last VOC survey in 2021, is 72.

Overall Score Trend 8.9 8.8 8.7 8.7 8.7 8.5 2016 2017 2020 2021 2018 2019 **WNS NPS Trend** 76 76 **72 72** 71 60 2016 2017 2018 2019 2020 2021 **Average VOC Score Trend** 8.8 8.7 8.6 8.6 8.6 8.3 2016 2017 2018 2019 2020 2021

As of March 31, 2022, WNS had 415 clients (GAAP and Non-GAAP) which contributed to more than USD 1.109.8 Million (GAAP) and USD 1.026.8 Million (Non-GAAP).

RESPONSIBLE SUPPLY CHAIN AND SUPPLY MANAGEMENT GOVERNANCE FRAMEWORK³⁷



The word 'Responsibility' in the corporate world today is not just limited to the welfare of employees and value creation for shareholders. It is about creating social and environmental impact and building a community of good governance.

Towards this goal, 'Responsible Sourcing' is adopted as one of the key tenets of the ESG (Environment, Social, Governance) framework at WNS, which is visible in the goals of our Supply Management function. To help address this initiative, we have created the WNS Supplier Portal – an internally developed, automated supplier management tool which was launched in 2020. The portal serves as a digital repository of over 3.000 vendors with integrated onboarding. risk assessment, and disclosure management solutions.

The supplier portal is a meaningful step towards strengthening our KNOW YOUR BUSINESS PARTNER PROGRAM. It not only meets the regulatory requirements for anti-bribery and anti-money laundering laws, but also empowers our suppliers with fair business practices towards vendor evaluation and selection including equal opportunity, transparency, and accountability.

Another key feature of the Supplier Portal is the ability to allow suppliers to disclose their diversity status and sustainability initiatives to WNS' Supplier Diversity Program at the time of their onboarding. As a digital repository of vendors, Supplier Portal allows third-party evaluation/ validation and updation of the risk/ diversity status of the vendors on a regular and ongoing basis.

At WNS. Suppler Diversity is an initiative designed to support and promote opportunities for diverse businesses which are often small and under- represented. The Supplier Diversity Program (SDP) offers a competitive marketplace for the deserving suppliers and promotes an environment of meritbased evaluation and selection by providing a level playing field for all the suppliers.

As part of this initiative, suppliers have the option to provide their diversity status if they fall in one or more of the following categories:

- (i) Small business (Indigenous, localized businesses)
- (ii) Underrepresented business (owned and managed by disadvantaged communities)
- (ii) Distanced business (located in remote or tribal areas, with little or no access to commercial markets)

Our Supplier Portal transformation journey is highlighted in the video.

Our corporate ambition to outperform is supported by our strong and sustainable relationships with our business partners. WNS' association with these business partners is based on both operational excellence and a solid governance framework. The alignment of our suppliers with WNS' ethical and governance standards is protected by our compliance charter, which is outlined in our Supplier Code of Conduct. This document highlights the mutual commitment we have towards the responsibilities and obligations for sourcing responsibly. For more details, please refer to our supplier code of conduct available on our website.

RESPONSIBLE SOURCING



WNS Supplier Code of Conduct

Mandatory compliance standards applicable for suppliers and business partners.



WNS Supplier

Digitally managed supplier repository.



Supplier Due Diligence

Risk review and risk assessment for potential red flags.



Supplier Contracts

Standardization and enforcement of supplier obligations through contracts.



Supplier **Evaluation**

Periodical review of suppliers on competence, capability and compliance.



Supplier **Assurance**

Self certification of suppliers for adhering to WNS compliance standards.



Supplier **Awareness**

Mandatory Anti-bribery training.



Supplier

Supplier profiling and classification of suppliers.



Audit and management reporting.



Continuous **Improvement**

Benchmarking and upgradation of procurement standards.



ECONOMIC DISCLOSURES

We consider the commercial and economic substance of any transaction, and its contribution towards our strategic goals while assessing our actions. We disclose the financial results of these activities to all of our stakeholders in a transparent manner, and in line with our commitment towards ethics, integrity, and compliance.

In addition to economic performance, we also publish our corporate tax policy which is available on our website. In the context of tax, we are committed to complying with relevant laws and regulations, paying our dues, responding to enquiries and audits, and engaging with relevant authorities.38

Direct Economic Value Generated and Distributed:39

Particulars	FY 2021-22 (USD)
Economic Value Generated*	1,123,666,499
Revenues	1,109,799,792
Economic Value Distributed	991,565,686
Operating costs	284,903,288
Employee wages and benefits	671,863,507
Payments to providers of capital	729,815
Payments to government	32,439,260
Community investments	1,629,816
Economic Value Retained	132,100,813

GRI 103-1, 103-2, 103-3, (Economic Performance, Tax)

^{*} Includes FY22 Revenue and Other Income, Net





ENERGY AND EMISSIONS

We continue to monitor our carbon footprint which includes emissions due to electricity purchased and generated for running our offices across various locations. The electricity we purchase from national grids is the dominant emission source. We also consume a limited amount of diesel for running generators which provide backup power to our offices.

Key Parameters ⁴⁰	Unit	FY 2021-2022
Direct Energy Consumption	Giga Joule	8,698
Indirect Energy Consumption	Giga Joule	113,051
Total Energy Consumption	Giga Joule	121,749
Energy Intensity ⁴¹	Giga Joule/ Full-time Employee (FTE)	2.38

ENERGY EFFICIENCY AND CONSERVATION INITIATIVE⁴²

Considering our major emission source is electricity consumption in our buildings, we have taken conscious steps to reduce this usage. This objective also forms an integral part of our environment management plan as highlighted within our Environment Management System. Initiatives undertaken by WNS to improve energy productivity in its office infrastructure include energy-efficient building design and installation of energy-efficient equipment. Further, WNS may opt for green buildings for future offices or new premises. Efforts to improve the energy efficiency of our office infrastructure have been recognized in the recent past. The operation sites in India have maintained their Energy STAR ratings.

Sr. No.	Award Category by BEE	Location	STAR Rating Certification
1	Energy STAR Rating	Plant No. 10 & 11, Mumbai, India	4 Star
2	Energy STAR Rating	Weikfield IT City Info Park, Pune, India	4 Star
3	Energy STAR Rating	Tower 1, Pune, India	4 Star
4	Energy STAR Rating	Tower 8, Pune, India	4 Star
5	Energy STAR Rating	NH-8, Silokhera, India	5 Star
6	Energy STAR Rating	RMZ, Bengaluru, India	4 Star
7	Energy STAR Rating	Vishakhapatnam, India	5 Star
8	Energy STAR Rating	Shree Niketan, Nashik, India	4 Star
9	Energy STAR Rating	V Tech, Nashik, India	5 Star
10	Energy STAR Rating	Plant 5, Vikhroli, India	3 Star
11	Energy STAR Rating	Airoli, India	5 Star

We have been able to achieve these ratings through focused energy-saving initiatives targeting key consumption areas in our buildings. These are primarily focused on lighting and Heating, Ventilation and Air Conditioning (HVAC) systems in our offices.

In addition, many energy-saving alternatives have been generated as a result of consolidation of our operational sites, and focused actions that were implemented to reduce the energy waste during the COVID-19 pandemic.

Going forward, renewable energy is one of the key thrust areas for WNS in its Net Zero program. Plans to pivot energy consumption of its sites to greener options are currently in progress.

WNS has also identified minimizing its carbon footprint of data centers as another focus area. WNS is in the process to initiate capturing energy data specific to its data centers, identify the associated impacts, and take actions to reduce them.



GRI 103-1, 103-2, 103-3 (Energy)

GHG EMISSIONS

We currently measure and track our direct (Scope 1) and indirect (Scope 2) GHG emissions in alignment with the measurement and tracking of our energy consumption. The methodology used for calculating our GHG emissions is aligned to the globally accepted GHG protocol standards developed by the World Resources Institute. In FY 2021-22, our cumulative per FTE emissions for our global operations in Scope 1 and 2 was 0.55 tons of CO₂e.

We have adopted video and teleconference facilities, wherever possible, to reduce our dependence on employee travel. This has not only helped us conduct our business in a sustainable manner, but also enabled and maintained a smooth transition to remote working following the COVID-19 outbreak.



Key Parameters	Unit	FY 2021-22
Direct GHG emissions (Scope 1) ⁴³	tons of CO₂e	2,852
Indirect GHG emissions (Scope 2)44	tons of CO₂e	25,443
Total GHG emissions	tons of CO₂e	28,296
Total GHG emissions intensity ⁴⁵	tons of CO₂e / FTE	0.55



WASTE

There are two major sources of waste generation in our operations:

- Non-hazardous waste including food (from cafeterias) and stationery waste (paper and other items)
- E-waste from old and discarded electronic items, which is disposed of via authorized recyclers for reuse and recycling

Other forms of waste that are negligible in comparison are appropriately disposed of in accordance with prescribed and compliant norms.

Under our Environment Management System, the following steps are consistently* taken to monitor, measure and reduce the quantity of waste generated:

- Optimizing the utilization of IT equipment to reduce e-waste
- Implementing digitization in our processes to drive paperless operations
- Elimination of 'Use and Throw' items:
 - a. Replacement of paper cups with ceramic mugs (reusable)
 - b. Replacement of packaged plastic water bottles with reusable glass water bottles
 - c. Replacement of plastic packaging shrink wrap film with reusable acrylic closed containers
- d. Eliminated use of tissue paper wherever possible
- Waste segregation and waste reduction

^{*} Certain activities could not materialize for the current FY due to restrictions in working from office

GRI 103-1, 103-2, 103-3 (Emissions)

Key Parameters	Unit	FY 2021-22
Biodegradable Waste	Tons	136
Non-Biodegradable Waste	Tons	415
Paper	Tons	35
Lube Oil	Tons	3
Uninterruptible Power Supply Batteries	Tons	1
E-waste	Tons	<1

WATER

WNS primarily operates its facilities from leased premises, where the lessors are responsible for providing water from various sources including the municipal water supply, ground water, or tankers.

We use water for domestic consumption in our office buildings. In most of our locations, waste water generated from our operations is treated in centralized sewage water treatment plants owned, operated and maintained by the lessors. As a part of our efforts to improve our water consumption efficiency, several efforts have been taken* to optimize water consumption and reduce waste as follows:

- Installation of push taps to replace conventional taps
- Initiation of waterless/hygienic urinals
- Reduced the number of cooling towers for prevention of water loss
- Adopted improved water technology (air cooled chilling systems vs. water cooled chilling)
- Use of gas-based air conditioning system that consumes energy from thermal sources and does not use water for cooling purposes
- Increased usage of recycled water for certain purposes

This year, our water consumption amounted to 0.79 Kiloliter/FTE. As per the WRI Aqueduct (data platform run by World Resources Institute), 37.598 kl of water consumption are from extremely high water stressed areas.

Key Parameter	Unit	FY 2021-22
Water Consumption	Kiloliter	40,658
Recycled Water	Kiloliter	14,220
Water Consumption	Kiloliter /FTE	0.79

certified with the latest International Standards of ISO 14001; 2015. Under the parameters

of environmental performance, consumption of natural resources like Energy and Water. Green House Gases (tCO₂e) emissions, and ozone-depleting substances are being monitored, and steps are being taken to meet established targets for year-over-year improvement. Several focused programs have been initiated to achieve our objective of Net Zero. WNS leaders including CXOs provide the intent, direction, and resources to meet our stated objectives. WNS has created a formal road map to Net Zero which includes key milestones such as the submission of the Science Based Target Initiatives (SBTi) Commitment letter, Near Term Goal 2030, and Long Term Goal 2050.

ALIGNMENT OF ENVIRONMENT MANAGEMENT

WNS has established an Environment Management System (EMS), which has been

SYSTEM WITH NET ZERO CARBON

Additionally, a dedicated centralized cross-functional team has been formed which spans WNS business groups including EHS, Engineering, IT, Procurement and Projects. The core team is responsible for driving ongoing progress with the established roadmap. To date, the identification of key actions to strategically address carbon reduction has been done. The progress status of each milestone is reviewed periodically by the senior management.

Identified Thrust Areas to Address Emissions Reduction Energy Green Power Optimization **Procurement** and waste **Supply Chain** reduction **Business travel-related WNS NET** emission management. Carbon **ZERO THRUST** VC, Tel. Comm., Online Sequestering **AREAS** Collaborations Green Other inititatives **Transport** -Outsourcing induct fleet of such as Effective of Data waste disposal and EV & clean Center Investments to offset energy-based (Green Projects / RECs)

^{*}Certain activities could not materialize for the current FY due to restrictions in working from office



BUSINESS CONTINUITY

WNS' Response to COVID-19

The World Health Organization (WHO) declared COVID-19 a global pandemic on March 11, 2020. More than two years later, it is still challenging to determine the full extent of the social and economic impacts of the outbreak. In addition to this pandemic, over the course of its history, WNS has been able to successfully navigate through numerous crises by working closely with our key stakeholders and prioritizing their welfare. Capitalizing on our strengths, we will continue to focus on ensuring the safety and well-being of our employees, the ability to support our clients and communities, and deliver enhanced value for our investors through these uncertain times.

Operational Resiliency Approach

- Infrastructure Risk Management
- Introduction of 'Work from Home' (WFH) as a key recovery strategy
- Traditional BCP strategies of split operation and relocation to continue to cover various other disasters
- BIA approach to include resilience categories at process level

- Secure Hybrid Technology Model
- Hardened endpoints (Laptop)
- VPN with Multifactor authentication
- Advanced Threat Detection (ATD)
- Data Leak Prevention
- Cloud proxy for internet access
- End-point restrictions (e.g. local storage, print screen, registry edit etc)

- Change in HR Practices
- Engagement
- Development
- Performance
- Well-being
- Compensation
- Learning
- Changes in Hiring and **Retention Strategies**
- To include temp staff / GIG workers











- Re-engineer service delivery model for hybrid workforce
- Training
- Work Force Management
- Work Allocation and Queue Management
- Productivity Management
- **Quality Management**
- **Program Governance**

- Travel Policy
- Insurance Policy
- BCM Policy (included Hybrid Model)
- Hiring and onboarding Policy

The WNS Business Continuity Management (BCM) team is continuously monitoring our business environment. This includes daily monitoring of the COVID-19 pandemic's impact on our global locations and business operations. Key parameters include:

- Daily increase in cases
- Total active cases
- Trends in daily and active cases, variances to peak cases
- Study of research and forecasting models of various waves, variants, and potential future pandemics. These incidents are now expected to occur sooner than the gap (10 years) between H1N1 and COVID-19
- Monitoring of news and other social media sources for possible government actions
- Monitoring various government websites and social media handles for new notification / regulatory orders
- Tracking of vaccination rates across WNS locations
- Tracking 'Work from Office' across WNS locations to ensure our onsite capacity percentage and social distancing requirements are not violating any restrictions imposed by various government authorities





The WNS BCM worked very closely with the WNS operations teams and our clients to ensure that while staggered return-to-office plans were developed over an extended period of time, duly considering factors such as vaccinations and new cases, it also continued to monitor the environment and report any significant developments to the Task Force set up for reacting to this highly dynamic operating environment. Since most processes were working from home, it was important to bring them back to office for operational reasons. Decision was made to get the vaccinated employees return to office, while continuing to monitor the various waves of pandemic and report to task force and move people from home to office and vice-versa accordingly.

- Issuing appropriate COVID-19-related guidelines to all employees via a detailed document that describes measures WNS has put in place to protect employees, and what employees are expected to do while working at WNS facilities;
- Extensive contact tracing procedures have been defined and are strictly followed. These govern all employees that have potentially come into contact with COVID-19 positive staff working from office:
- Areas within the WNS offices have been 'compartmentalized' to ensure minimal interaction among employees, even in common areas including lobbies and cafeterias:
- Work shifts have been staggered to reduce interactions during shift changes. This also allows for the sanitization of the office premises between shifts:
- Deep sanitization of our facilities is performed each week, and is additionally performed upon identifying any COVID-19 positive cases in the office;
- WNS has issued a vaccination policy for employees and has encouraged them to get vaccinated as per the criteria defined by local authorities. Any expenses incurred for the vaccination of our employees and their immediate family members, including conducting in-house vaccination camps for employees and their families in India, are covered by WNS;

- Body temperature check points have been placed on the premises, and all employees are screened through contactless thermal devices upon entry to the facility:
- Alcohol-based hand rubs are deployed and available to employees at strategic locations throughout our facilities (entrances, breakout areas, Operation bays, etc.):
- Our entire premises including the operations areas, elevators, and public spaces (meeting rooms, common areas, etc.), are cleaned using medical-grade disinfectants at regular, frequent intervals each day:
- Trained medical staff are present on our premises to help identify COVID-19 symptoms and initiate isolation/containment measures which must be followed in the event of any suspected infection

In response to the initial outbreak of COVID-19 in early 2020, and the impacts of subsequent variants, WNS has taken proactive measures to ensure the safety of its personnel while minimizing disruption to our business operations. Currently, we continue to deliver services to our clients through a hybrid service delivery model (combination of work-fromhome (WFH) and work-from-office (WFO) solutions), with work-from-home currently the primary mode. With substantial and sustained declines in COVID-19 cases, there have been corresponding changes in governmental mandated safeguards. This development has allowed WNS to assess our altered operating model over the past two years, and appropriately plan for the future. In addition, as global vaccination rates increase, we have been able to proceed with a phase-wise, disciplined return to office.

The phase-wise return to office is evaluated on the following criteria:

- Client demand
- Operational efficiency
- Employee willingness
- Process Risk ratings
- P1 processes with PCI (Payment Card Info)
- P2 processes with PHI (Personal Health Info)
- P3 processes with GDPR exposure
- P4 all other processes not covered in above categories

While COVID-19 has made us re-look at our BCP strategies, it has also allowed us to re-evaluate our operating model and evaluate the formal, ongoing incorporation of remote working capabilities which not only strengthen our business resumption capabilities, but also help to expand our global talent pool.

There are several infrastructure changes the company has made to support remote working and the BCP strategy that has been deployed during COVID-19. Firstly, endpoints which have traditionally been desktops used by WNS employees in our secure delivery facilities, have been replaced with mobile computing devices such as laptops. Given certain risks inherent in working in an unsupervised environment (as opposed to secure/supervised WNS premises), additional infrastructure has been introduced to ensure continued secure service delivery. These include roll out of cloud-based virtual desktop environments which, where required, prevent local computing on the endpoint, cloud-based patch management, and anti-malware systems. As we continue to refine and enhance our strategies around security management and monitoring, we are adding additional infrastructure components and processes that allow us to seamlessly aggregate and correlate in-premises and remote environment security events and provide cyber security assurances to our stakeholders.

An extensive combination of BCM strategies covering various disaster scenarios is being implemented for clients as follows:

Post-COVID-19: Re-evaluation of WNS' BCM Strategies

Disasters	Direct Impact to Premises	City-wide Impact + Impact to Telecom / Power	City-wide Impact + No Impact to Telecom / Power	Disease Epidemic / Pandemics
Short Term < 7 days	Split Site	Split Site	Split Site	
•	Work from Home	Work from Home	Work from Home	
	Relocation	Relocation	Relocation	
Medium Term 7 - 15 days	Split Site	Split Site	Split Site	Split Site
	Work from Home	Work from Home	Work from Home	Work from Home
	Relocation	Relocation	Relocation	Relocation
Long Term > 15 days	Split Site	Split Site	Split Site	Split Site
•	Work from Home	Work from Home	Work from Home	Work from Home
	Relocation	Relocation	Relocation	Relocation
Probability				
	F	ligh / Medium		Low
Strategy Effectiveness High Medium Low				



PREVENTING THE SPREAD OF **COVID-19 AT THE WORKPLACE**

As waves of COVID-19 and its variants continue to emerge across the globe, employee safety remains our foremost priority. WNS continues to monitor global and local pandemic trends, and proactively strengthen our preventive health and safety measures. The 'Task Force' (comprising of Senior Leadership Team, Functional and Business Unit Leaders) that was set up during the first wave of COVID-19 is operational today, with cadence and rigor on important matters such as employee wellbeing, workplace safety and business continuity. In order to place the highest emphasis on ensuring the safety of our employees, business partners and other stakeholders, WNS has strengthened our incident reporting mechanisms to identify both primary and secondary contacts. This mechanism has enabled us to further mitigate the risk of infection at WNS locations. In addition, we continue to adhere to governmental and expert agency guidelines for preventing the spread of infection. WNS also expanded its efforts to address a broad array of both mental and physical health concerns associated with the COVID-19 pandemic.

FACILITIES

Workplace safety and a positive physical environment are important factors in ensuring employee well-being, fostering positive workplace relationships, inspiring collaboration, and driving productivity and efficiency. WNS understands the importance of these factors, and strives to create a workplace environment that promotes benefits for both employees and the company. Our efforts have led to formal recognition in both South Africa and India. In 2022, our Cape Town, South Africa office earned honors for safety from the Cape Town Occupational Health And Safety Consultants (CTOSH). In India, WNS achieved the SILVER level status at the Arogva World Healthy Workplace Program Awards 2021, where the company was recognized for its structured approach towards employee health and well-being.

In response to the COVID-19 pandemic, WNS implemented global standards for social distancing, hand sanitization, temperature checks, mask wearing, and enhanced facility cleaning. We have documented procedures and guidelines in place to maintain workplace safety based on governmental and regulatory guidelines for each country in which we operate.

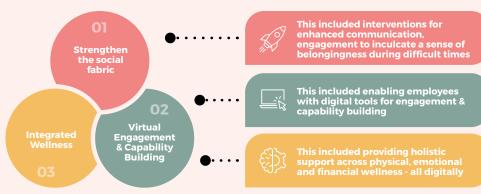




Employees

During the COVID-19 pandemic, WNS' approach to managing the employee base was based on safety, respect, and empathy. Our Human Resources team provided continuous communication and guidance to employees both in-office and working from home on maintaining good health for themselves and their families. WNS proactively tracked COVID-19 cases for employees working in WNS offices as well as those working from home from the time of testing positive through to final recovery. These efforts enabled the company to provide ongoing medical, psychological and financial support to employees as needed, to assess the impact on productivity, and as an 'early warning' system for potential outbreaks. WNS also used the pandemic as an opportunity to re-assess our employee engagement strategy, re-define our people practices, upgrade our policies to connect. and to better communicate and collaborate with a dispersed workforce.

The WNS model which was adopted is as follows:



Strengthen the social fabric with enhanced communication and engagement to drive a sense of belongingness:

- Leaders and managers were trained to have more effective, regular and empathetic conversations in a remote setting
- Virtual recognitions were conducted at the process, account and BU levels to recognize top performers via a digital point-based system
- '#iValYOU' booster campaign was launched to recognize and appreciate fellow employees
- Compliance Drives were designed to create awareness on overall compliance and conduct, which became increasingly important in a remote work environment
- We leveraged WNS' propriety performance engagement tool (TalentTurfTM), which allowed employees and managers to schedule and record performance conversations, set goals, and periodically review performance against the goals

- The company initiated Digital Town Halls, weekly engagement activities, a 'Leadership Happy Hour' series, and provided other unique ways to connect
- WNS' Group CEO hosted a podcast called 'Turning Point', where he engaged with other industry leaders to understand 'best practices' amidst a crisis and develop strategies for the future
- WNS' top GLINT learners participated in an Inspire-Back series, which showcased their motivational secrets, tips and recommendations with rest of our employees to enable reverse mentoring and bottom-up learning

Enabling employees with Digital tools for engagement & capability building

- WNS introduced Amelia an AI powered Chatbot to gauge the 'Well-being Quotient' of our employees and their work-from-home experience
- Amelia was trained to answer queries specifically on the COVID-19 virus, symptoms, precautions, treatment, and other policy related gueries and grievances
- Via our GLINT platform, the 'Encourage Learning' module was launched which is an AI based knowledge management portal. GLINT has allowed WNS to flexibly host vertical-specific content, and helps as a capability building platform for employees who are aspiring to build their careers in specific verticals/BUs

Integrated wellness

- Webinars were conducted on topics including coping with COVID-19 Elderly Care, anxiety and panic, mental health, pregnancy care, building immunity, financial well-being, parenting, and others
- The company initiated a 24/7 online doctor consultation provided free-ofcharge to employees and their families
- Via WNS' Employee Assistance Program (EAP), counseling support for mental well-being was provided free-of-charge to employees and their families
- All WNS managers were trained on empathy and best practices in leading employees during challenging times
- Remote physical wellness sessions were regularly conducted, including Yoga. Zumba, Aerobics, and others
- COVID vaccination drives have been organized and paid for by WNS in various centers; the company is also reimbursing employees for vaccinations which have been received outside of the company-sponsored drives
- A COVID-19 helpline was established to handle any questions related to WNS benefits, including medical insurance, doctor consultations, vaccinations, EAP services and leave eligibility
- Additional COVID leave and leave advance to support employees was provided in case of employee or family emergencies

COMMUNITY OUTREACH DURING COVID-19

Many parts of the world experienced restrictions in accessing quality education during the pandemic as a result of school closures and social distancing policies. While the pandemic forced cancellation of many of our 'in-person' community educational programs, it also gave rise to creative digital solutions that made it possible for our community development work to be continued online and to reach a broader audience. WNS continued to expand CyberSmart, a first-of-its-kind cybersecurity platform which teaches students creative ways to stay safe while online. This age-relevant and gamified platform was specifically designed to engage and hold children's interest. The platform enables teachers, NGOs and volunteers to impart education using a unique blend of online and offline methodology, using thematic guiz-based modules based on curriculum advisories and challenges which children commonly encounter in cyberspace.

In addition, WNS' computer-aided literacy program was adapted for remote implementation through WhatsApp, and delivered as part of online classes. Since our mobile libraries have not been able to go directly to local communities, the program now continues via static libraries which follow social distancing rules. Also, community workers and volunteers who implement the book exchange and stories are now available via telephone so that students can dial in to hear a story. For our e-mentoring programs, we have devised new tools to make the program completely digital. Employee volunteers used the WCF Digital Treasure educational platform to educate children over mobile phones and mobile applications.





UKRAINE-RUSSIA CONFLICT

WNS strongly supports the rights and freedom of all people in the world, and joins governments, organizations and individuals across the globe in calling for an immediate end to the attacks on the citizens of Ukraine and for lasting peace. Currently, WNS does not serve any clients or have operations in Russia, and will continue to comply with any regulatory requirements, including sanctions, in dealing with entities in Russia. WNS is committed to helping victims of this crisis. especially Ukrainian refugee children in Poland & Romania, and has taken the following actions in FY 2021-2022:

- Under the banner of WCF, the company has made charitable donations to non-profit relief organizations in Poland and Romania who are working to assist refugee children and victims with basic necessities, medical treatment, and relocation
- WNS is leveraging our global footprint, primarily in Poland and Romania, to assist displaced Ukrainian children
- WNS has made financial donations to relief agencies including the SOS Children's Villages, Happy Kids Foundation, In Gremio Organization, Youth Center in Garczyn in Poland who are working to assist displaced children during this crisis and Red Cross, Fundatia Inovatii Sociale Regina Maria and Educational Center for refugee children from Ukraine in Poland
- WNS also encouraged its employees in Europe and UK to support the cause through a payroll giving initiative

For WNS, we have no clients or operations in areas directly impacted today, including Russia, Ukraine, and Belarus. We must, however, remain alert to the potential risks to WNS operations globally, including those areas with WNS operations that are near the conflict zones of Poland and Romania. These risks include military actions, cyberattacks against governments and businesses, attacks or issues with infrastructure and communications, disinformation campaigns which can escalate tensions, and financial impacts from sanctions, trade wars, economic crises, and currency issues.

To address the potential impact from short-term power outages. WNS has equipped 100 percent, of it's staff in Poland and Romnia locations with back-up solutions in the form of laptops and wi-fi dongles. The laptop's battery backup would mitigate the impact of power outages for at least 2-3 hours, and the wi-fi dongles will act as a backup to the existing broadband internet connection used by our staff while working from home. In addition, the WNS Risk Management team has implemented additional measures to monitor the ongoing crisis and its potential fallout. As a part of these measures, the WNS Threat Analytics team has been monitoring the evolving global cyber threat landscape, active cyber threats, threat actors via our subscribed threat intelligence platform. Also, the team is actively monitoring alerts from US DHS, DOJ, CISA, and other governmental and security agencies. These threats inputs, alerts, and reports are analyzed to formulate a defensive action plan to be implemented on our security technologies to enhance our operational protection capabilities.

Actions taken so far following the Russia-Ukraine conflict include:

■ WNS is currently tracking and monitoring the threat actors in the region for changes in their modus operandi using our WNS Threat Intelligence sources and OSINT.

- We have identified and utilized the 'Common Vulnerabilities Exposures' (CVE) exploited by these threat actors along with the 'indicators of compromise' (IOC) to proactively scan WNS' managed infrastructure.
- We are actively reporting and addressing any open vulnerabilities associated with the CVEs on WNS technology stack for mitigation.
- WNS is assessing the need for any compensating controls as necessary on the perimeter to counter the emerging threats.

In addition to the above actions, we are closely working with our technology security partners to keep us informed with respect to additional areas which require attention. WNS is also committed to taking all necessary steps to ensure the safety of its employees, both in-office and at-home, and will strive to ensure continuity of business to the best of its abilities. WNS' emergency response plans are in place to ensure proper escalation, coordination, and actions to be taken in any eventuality.



SRI-LANKA CRISIS

Sri Lanka has been facing a major financial crisis stemming from challenges associated with the COVID-19 pandemic, the Russia-Ukraine conflict, and import/export imbalances. As a result, the country has been facing rapid inflation, shortages of key commodities including food, oil, and gas, defaults on debt and depreciating currency. As of March 31, 2022, WNS has two delivery centers and just over 1,000 employees in Sri Lanka.

WNS is closely monitoring the situation, and has formulated strategies to prevent any disruption to services delivered from this location. The primary issues that WNS has identified in the short-term that could affect our service delivery from Sri Lanka are inflationary pressures that affect our employees and their families and potential power outages across the country. To address these issues. WNS has:

- Issued laptops to employees working at home that allow them to have a battery backup if/ when planned power cuts are in effect
- Issued internet dongles that allow for connectivity from employees' homes where WiFi routers may no longer work due to the power cuts
- Started moving work back to our office where the power cuts are less likely, shorter in duration, and backup power options (generators) exist
- Provided employees with pick-up and drop-off facilities
- Planned to provide accommodation to those employees whose residences are outside the transport zone
- Been working with the Sri Lankan Association for Software Services Companies (SLASSCOM) for relief and remedial measures for the ITeS industry as it brings in valuable cash inflows and foreign exchange to Sri Lanka
- Planned issuance of additional monetary allowances to our employees in order to help alleviate inflationary pressures

WNS is also planning for a situation where the above measures are rendered wholly or partially ineffective for ensuring uninterrupted service delivery for our clients. This involves formalization of an inter-country business continuity plan with our clients which will leverage WNS' delivery locations in countries such as India to deliver services to clients currently served from Sri Lanka.

AWARDS AND RECOGNITION



NelsonHall's NEAT for **Life. Annuities & Pensions Operational Transformation** 2021, Commercial Property & Casualty Operations Transformation 2022, and Digital Banking 2022

NelsonHall



Stevie Sales and Customer Service Awards 2022 for **Customer Service Training Team of the Year**

Stevie Awards



ISG Provider Lens™ **Insurance Services 2021** Quadrant Report for U.S. in P&C, L&R and L&R TPA and in Australia for P&C

.

Information Services Group (ISG)



IDC MarketScape for **Worldwide Digital Customer** Care Services 2021-2022 Vendor Assessment (Doc # US47203921. December 2021)

IDC.



Everest Group's P&C Insurance - Service Provider Landscape with Services PEAK Matrix™ Assessment 2021

Everest



ISG's Provider Lens™ **Procurement BPO and Transformation Services** 2022 Global Report

Information Services Group (ISG)



WNS included in 2022 **Bloomberg Gender-Equality** Index

Bloomberg



SSON Impact Award North America 2022 for Business **Resiliency Impact**

Shared Services and Outsourcing Network



ISG Provider Lens™ **Utilities Services and Solutions North America** Quadrant Report 2021 in **Intelligent BPM and Digital Transformation midmarket** sector

Information Services Group (ISG)



ISG Provider Lens™ **Intelligent Automation -Solutions & Services 2021** Quadrant report for U.S.

Information Services Group (ISG)



Economic Times Best Workplaces for Women 2021

Economic Times



SSON Impact Award North America 2022 for Service provider of the Year

Shared Services and Outsourcing Network



ISG Provider Lens™ Digital Finance & Accounting (F&A) Outsourcing Services 2021 Global Report across Procure-to-Pay (P2P), Orderto-Cash (O2C) and Recordto-Report (R2R)

Information Services Group (ISG)



NelsonHall's NEAT for **Healthcare Commercial** Payer BPS 2021

NelsonHall



Golden Peacock Global **Corporate Social Responsibility Award 2021**

Institute of Directors (IOD)









Runner Up



AWARDS AND RECOGNITION



WNS Included in 2021 Bloomberg Gender-Equality Index

Bloomberg



SSON Impact Award North America 2021 for Creative Talent Management

Shared Services and **Outsourcing Network**



KelpHR PoSH Awards® 2021 for 25 Safest Workplaces in India

KelpHR PoSH Awards® 2021



Golden Peacock Business Excellence Award 2021

Institute of Directors (IOD)



IDG's CIO 100 Hybrid **Workplace Pioneer Award** 2021

CIO 100 Symposium and Awards



Brandon Hall Human Capital Management Excellence Awards for Best Strategy for a Corporate Learning University

Brandon Hall



Stevie International Business Awards 2021 for Financial Management Solution

Stevie Awards



Best Employer in Northeast

Liepin



National Energy Conservation Award 2021

Ministry of Power, Govt. of India



DSCI Excellence Award for Industry Leaders for **Security Leader of the Year**

DSCI Excellence Awards 2021



Brandon Hall Human Capital Management Excellence Awards for Best Learning Program Supporting a Change Transformation Business Strategy

Brandon Hall







Recognition



Runner Up



WNS China named 2021 China

GRI CONTENT INDEX⁴⁶

GRI Standard	Disclosu	ire	Reference section	Page No.		
GRI 101: Foundation 2016 (GRI 101 does not include any disclosures)						
General Disc	losures					
GRI 102	Organiz	zation Profile				
General Disclosures	102-1	Name of the organization	WNS: Quick Facts	6		
2016	102-2	Activities, brands, products, and services	WNS: Quick Facts	6		
	102-3	Location of headquarters	WNS: Quick Facts	6		
	102-4	Location of operations	WNS: Quick Facts	6		
	102-5	Ownership and legal form	WNS' Fiscal 2022 Annual Report Form 20F	32, 73		
	102-6	Markets served	WNS: Quick Facts	6		
	102-7	Scale of the organization	WNS: Quick Facts	6		
	102-8	Information on employees and other workers	Helping Our People Outperform	17		
	102-9	Supply chain	Co-creating with Our Clients	45		
	102-10	Significant changes to the organization and its supply chain	Not Applicable			
	102-11	Precautionary principle or approach	About the Report	5		
	102-12	External initiatives	About the Report	5		
	102-13	Membership of associations	Ethics, Integrity and Compliance	34		
	Strateg	у				
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	102-16	Values, principles, standards, and norms of behavior	WNS: Quick Facts	8		

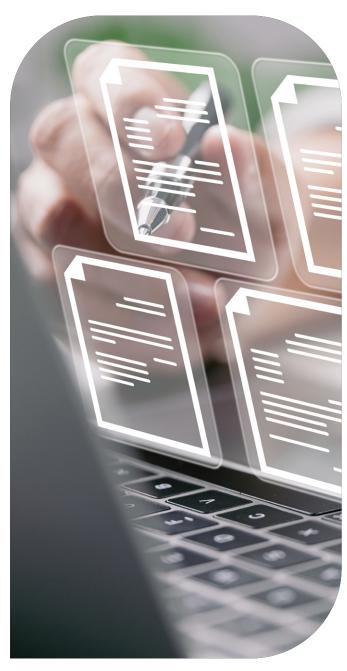
GRI Standard	Disclosu	ure	Reference section	Page No.
	102-17	Mechanisms for advice and concerns about ethics	Ethics, Integrity and Compliance	26
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	102-18	Governance structure	Ethics, Integrity and Compliance	33-37
	Disclos	ure		
	102-19	Delegating Authority	Ethics, Integrity and Compliance	31, 37
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	102-40	List of stakeholder groups	Stakeholder Engagement and Materiality Assessment	8
	102-41	Collective bargaining agreements	Employee Health, Safety and Wellness	24
	102-42	Identifying and selecting stakeholders	Stakeholder Engagement and Materiality Assessment	8
	102-43	Approach to stakeholder engagement	Stakeholder Engagement and Materiality Assessment	8
	102-44	Key topics and concerns raised	Stakeholder Engagement and Materiality Assessment	9
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	102-45	Entities included in the consolidated financial statements	WNS' Fiscal 2022 Annual Report Form 20F	F-68
	102-46	Defining report content and topic boundaries	About the Report	5, 9
	102-47	List of material topics	Stakeholder Engagement and Materiality Assessment	9
	102-48	Restatements of information	About the Report	5
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	102-50	Reporting period	About the Report	5
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GRI Standard	Disclos	ure	Reference section	Page No.
	102-52	Reporting cycle	About the Report	5
	102-53	Contact point for questions regarding the report	About the Report	5
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	102-55	GRI Content Index		60-62
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GRI 103: Manage-	103-1	Explanation of the material topic and its boundaries	Co-creating with Our Clients	46
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GRI 201: Economic	201-1	Direct economic value generated and distributed	Co-creating with Our Clients	46
Perfor- mance 2016	201-4	Financial assistance received from government	WNS' Fiscal 2022 Annual Report Form 20F	F-61
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GRI 103: Manage-	103-1	Explanation of the material topic and its boundaries	Co-creating with Our Clients	46
ment Approach 2016	103-2	The management approach and its components	Co-creating with Our Clients	46
2010	103-3	Evaluation of the management approach	Co-creating with Our Clients	46
GRI 207: Tax 2019	207-1	Approach to tax	Co-creating with Our Clients	46
GRI 302: Ene	rgy			
GRI 103: Manage-	103-1	Explanation of the material topic and its boundaries	Protecting Our Planet	48
ment Approach 2016	103-2	The management approach and its components	Protecting Our Planet	48
	103-3	Evaluation of the management approach	Protecting Our Planet	48

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	302-3	Energy intensity	Protecting Our Planet	48
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GRI 305: Emi	ssions			
GRI 103: Manage-	103-1	Explanation of the material topic and its boundaries	Protecting Our Planet	49
ment Approach 2016	103-2	The management approach and its components	Protecting Our Planet	49
	103-3	Evaluation of the management approach	Protecting Our Planet	49
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GRI 401: Employ- ment	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Helping Our People Outperform	20
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GRI 103: Manage-	103-1	Explanation of the material topic and its boundaries	Helping our People Outperform	24
ment Approach 2016	103-2	The management approach and its components	Helping our People Outperform	24

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GRI 403: Occu-	403-1	Occupational health and safety management system	Helping our People Outperform	24
pational health and safety	403-3	Occupational health services	Helping our People Outperform	24
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GRI 103: Manage-	103-1	Explanation of the material topic and its boundaries	Helping Our People Outperform	20
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	103-3	Evaluation of the management approach	Helping Our People Outperform	20
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and Education	404-2	Programs for upgrading employee skills and transition assistance programs	Helping Our People Outperform	20
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GRI Standard	Disclos	ure	Reference section	Page No.
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GRI103: Manage-	103-1	Explanation of the material topic and its boundaries	Helping Our People Outperform	23
ment Approach 2016	103-2	The management approach and its components	Helping Our People Outperform	23
	103-3	Evaluation of the management approach	Helping Our People Outperform	23
GRI 412: Human Rights As- sessment	412-2	Employee training on human rights policies or procedures	Helping Our People Outperform	23
GRI 413: Loca	l Comm	unities		
GRI 103: Manage-	103-1	Explanation of the material topic and its boundaries	Caring for Our Communities	10
ment Approach 2016	103-2	The management approach and its components	Caring for Our Communities	10
20.0	103-3	Evaluation of the management approach	Caring for Our Communities	10
GRI 413: Local Com- munities	413-1	Operations with local community engagement, impact assessments, and development programs	Caring for Our Communities	10
GRI 418: Cust	tomer Pr	ivacy		_
GRI 103: Manage-	103-1	Explanation of the material topic and its boundaries	Co-creating with Our Clients	42
ment Approach 2016	103-2	The management approach and its components	Co-creating with Our Clients	42
	103-3	Evaluation of the management approach	Co-creating with Our Clients	42
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No substantiated complaints received in FY 2021-22	



MAPPING WITH UNGC PRINCIPLES

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Human Rights		
Principle 1 – Businesses should support and respect the protection of internationally proclaimed human rights.	Helping Our People OutperformEthics, Integrity and Compliance	23 26
Principle 2 – Businesses should make sure that they are not complicit in human rights abuses.	Helping Our People OutperformEthics, Integrity and Compliance	23 26
Labor		
Principle 3 – Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	■ Helping Our People Outperform	24
Principle 4 – Businesses should uphold the elimination of all forms of forced and compulsory labor.	■ Ethics, Integrity and Compliance	31
Principle 5 – Businesses should uphold the effective abolition of child labor.	■ Ethics, Integrity and Compliance	31
Principle 6 – Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Helping Our People OutperformEthics, Integrity and Compliance	17 31
Environment		
Principle 7 – Businesses should support a precautionary approach to environmental challenges.	■ Ethics, Integrity and Compliance ■ Protecting Our Planet	37, 38 47-50
Principle 8 – Businesses should undertake initiatives to promote greater environmental responsibility.	Ethics, Integrity and ComplianceProtecting Our Planet	37, 38 47-50
Principle 9 – Businesses should encourage the development and diffusion of environmentally friendly technologies.	■ Co-Creating with Our Clients	40, 41
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Principle 10 – Businesses should work against corruption in all its forms, including extortion and bribery.	■ Ethics, Integrity and Compliance	25-32

MAPPING WITH UN SUSTAINABLE DEVELOPMENT GOALS (SDGs)

3 GOOD HEALTH AND WELL-BEING	Computer sided Literacy Draggers		
	Computer-aided Literacy Program	■ Caring for Our Communities	10, 12
	CyberSmart – Education and Awareness	■ Caring for Our Communities, Business Continuity	10, 14, 56
	Preventing the Spread of COVID-19 at the Workplace	■ Business Continuity	54
-	Integrated Wellness	■ Business Continuity	55
4 QUALITY EDUCATION	Computer-aided Literacy Program	■ Caring for Our Communities	10, 12
	Digital Learning Centers	■ Caring for Our Communities	10, 12
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-	Community Knowledge Hub	■ Caring for Our Communities	10, 12
	Mobile Libraries	■ Caring for Our Communities	10, 12
	E-Mentoring	■ Caring for Our Communities	10, 14,
-	CyberSmart – Education and Awareness	■ Caring for Our Communities, Business Continuity	10, 14, 56
5 GENDER EQUALITY	Respectful Workplace Program	■ Helping Our People Outperform	17, 18
E T T	Equal Opportunity Policy	■ Helping Our People Outperform	18
₹	Centurion – Leverage women leadership	■ Helping Our People Outperform	19
8 DECENT WORK AND ECONOMIC GROWTH	The Youth4Change Leadership Program	■ Caring for Our Communities	10
	Computer-aided Literacy Program	■ Caring for Our Communities	10, 12
	MakeMyCareer@WCF	■ Caring for Our Communities	10, 13
	E-Mentoring	■ Caring for Our Communities	10, 14
	CEO Millennial Council	■ Helping Our People Outperform	20
9 INDUSTRY, INNOVATION AND	CyberSmart - Cybersecurity awareness	■ Caring for Our Communities, Business Continuity	10, 14, 56
INFRASTRUCTURE	WNS Triange for driving digital transformation, business growth, innovation and	■ Co-creating with Our Clients	40
	AI/ML-drivenautomation		
10 REDUCED INEQUALITIES	Global Impact Day - Respect Matters & Dialogue on Respect	■ Caring for Our Communities	10, 14
	Respectful Workplace Program	■ Helping our People Outperform	17, 18
	Anti-bribery and Fair Dealing Policy	■ Ethics, Integrity and Compliance	27
12 RESPONSIBLE CONSUMPTION	Environment, Health and Safety Management System Framework	■ Ethics, Integrity and Compliance	38
AND PRODUCTION	Energy Efficiency and Conservation Initiatives	■ Protecting Our Planet	48
∞ .	Waste and water monitoring and conservation initiatives	■ Protecting Our Planet	49, 50
16 PEACE, JUSTICE AND STRONG	Code of Business Ethics and Conduct	■ Ethics, Integrity and Compliance	26
AND STRONG INSTITUTIONS	Responsible supply chain	■ Co-creating with Our Clients	45-46

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX:

Technology & Communications, Software & IT Services

Topic	Accounting Metric	Reference Section / Response	Page No.
Environmental footprint of hardware infrastructure	TC-SI-130a.1: Total energy consumed (gigajoules [GJ])	Protecting Our Planet	48
	TC-SI-130a.1: Percentage grid electricity	Protecting Our Planet	48
	TC-SI-130a.1: Percentage renewable energy (%)	Protecting Our Planet	48
	TC-SI-130a.1: Total water withdrawn (%) in regions with high or extremely high baseline water stress	Protecting Our Planet	50
	TC-SI-130a.2: Total water consumed (thousand cubic meters [m3]) in regions with high or extremely high baseline water stress	Protecting Our Planet	50
	TC-SI-130a.3: Discussion of the integration of environmental considerations into strategic planning for data center needs	Protecting Our Planet	48
Data privacy and freedom of expression	TC-SI-220a.1: Description of policies and practices related to behavioral advertising and user privacy	Digital Security and Customer Privacy	42, 43
	TC-SI-220a.2: Number of users whose information is used for secondary purposes	In General, WNS does not process personal data for secondary purposes. WNS complies with applicable laws and regulations and is committed to providing individuals with notice regarding the purposes for which personal data is collected	-
	TC-SI-220a.3: Total amount of monetary losses as a result of legal proceedings associated with user privacy	None	-
	TC-SI-220a.4 (1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	None	-
	TC-SI-220a.5: List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	None	-
Data security	TC-SI-230a.1: Number of data breaches	No data breaches	-
	TC-SI-230a.1: Percentage involving Personally Identifiable Information (PII)	Not Applicable	-
	TC-SI-230a.1: Number of users affected	Not Applicable	-
	TC-SI-230a.2: Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Digital Security and Customer Privacy	42, 43

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX:

Technology & Communications, Software & IT Services

Торіс	Accounting Metric	Reference Section / Response	Page No.
Recruiting and managing a global, diverse, and skilled workforce	TC-SI-330a.1: Percentage of employees that are foreign nationals	WNS is currently in the process of putting in place systems to monitor this indicator. The respective disclosures will be published in our subsequent ESG reports.	-
	TC-SI-330a.1: Percentage of employees that are located offshore	WNS is currently in the process of putting in place systems to monitor this indicator. The respective disclosures will be published in our subsequent ESG reports.	-
	TC-SI-330a.2: Employee engagement as a percentage	88% engaged staff	-
	TC-SI-330a.3: Percentage of gender and racial/ethnic groups representation for management	Diversity and Inclusion	17
	TC-SI-330a.3: Percentage of gender and racial/ethnic groups representation for technical staff	Diversity and Inclusion	17
	TC-SI-330a.3, TC-HW-330a.1: Percentage of gender and racial/ethnic groups representation for all other employees	Diversity and Inclusion	17
Intellectual Property Protection & Competitive Behavior	TC-SI-520a.1: Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	None	-
Managing systemic risks from technolo- gy disrup- tions	TC-SI-550a.1: Number of performance issues	WNS is currently in the process of putting in place systems to monitor this indicator. The respective disclosures will be published in our subsequent sustainability reports.	-
	TC-SI-550a.1: Number of service disruptions	WNS is currently in the process of putting in place systems to monitor this indicator. The respective disclosures will be published in our subsequent sustainability reports.	-
	TC-SI-550a.1: Number of total customer downtime	WNS is currently in the process of putting in place systems to monitor this indicator. The respective disclosures will be published in our subsequent sustainability reports.	-
	TC-SI-550a.2: Description of business continuity risks related to disruptions of operations	Business Continuity	51-53

LEGAL GLOSSARY

Abbreviation	Full Form
AI	Artificial Intelligence
AR	Accounts Receivable
AWS	Amazon Web Services
B-BBEE	Broad-Based Black Economic Empowerment
всм	Business Continuity Management
BEE	Bureau of Energy Efficiency
ВСР	Business Continuity Plan
BFS	Banking and Financial Services
ВРА	Business Process Automation
ВРМ	Business Process Management
вро	Business Process Outsourcing
BPRM	Business Process Risk Management
BTG	Business Transformation Group
BU	Business Unit
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIO	Chief Information Officer
CIS	Customer Interaction Services
CISA	Cybersecurity and Infrastructure Security Agency
CISO	Chief Information Security Officer
CO2	Carbon Dioxide
CoBEC	Code of Business Ethics and Conduct
CoE	Center of Excellence
COVID	Coronavirus Disease
CSR	Corporate Social Responsibility
стонѕ	Cape Town Occupational Health and Safety

Abbreviation	Full Form
CVE	Common Vulnerabilities Exposures
СХО	C-suite Executives
DBU	Diversified Business Unit
DCI	Disclosure of Conflict of Interest
DHS	Department of Homeland Security
DiFu	Digital Future
DNA	Deoxyribonucleic Acid
DNS	Domain Name System
DOJ	Department of Justice
EAP	Employee Assistance Program
EHS	Environment, Health and Safety
EHSMS	Environment, Health and Safety Management System
EMEA	Europe, Middle East and Africa
EMS	Environment Management System
ERM	Enterprise Risk Management
ESG	Environment Social Governance
EU	Enabling Unit
EVP	Executive Vice President
F&A	Finance and Accounting
FTE	Full-Time Employee
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GDPR	General Data Protection Regulation
GEI	Gender-Equality Index
GHG	Green House Gas
GID	Global Impact Day

Abbreviation	Full Form
GL	General Ledger
GM	General Manager
GRI	Global Reporting Initiative
GRC	Governance, Risk and Compliance
HR	Human Resource
HUB	Home User and Business
HVAC	Heating, Ventilation and Air Conditioning
IDG	International Data Group
INC	Incorporated
InfoSec	Information Security
IOC	Indicators of Compromise
IOD	Institute of Directors
IP	Intellectual Property
IRM	Information Risk Management
ISAE	International Standard on Assurance Engagements
ISAP	Information Security Awareness Program
ISG	Information Services Group
ISO	International Organization for Standardization
ISS	Institutional Shareholder Services
IT	Information Technology
#iValYOU	I Value You
ITC	Indian Tobacco Company
KYBP	Know Your Business Partner
LED	Light-Emitting Diode
LOC	League of Champions
LLC	Limited Liability Company

LEGAL GLOSSARY

Abbreviation	Full Form
MIS	Management Information System
ML	Machine Learning
MSCI	Morgan Stanley Capital International
NASDAQ	National Association of Securities Dealers Automated Quotations
NASSCOM	National Association of Software and Service Companies
NCG	Nominating and Corporate Governance
NCLEX	National Council Licensure Examination
NGO	Non-Governmental Organizations
NITI	National Institution for Transforming India
NLP	Natural Language Processing
NPS	Net Promoter Score
NY	New York
NYSE	New York Stock Exchange
O2C	Order-to-Cash
ONIC	Oman National Investment Corporation
OSINT	Open-source Intelligence
PEP	Politically Exposed Person
PCI DSS	Payment Card Industry Data Security Standard
PHI	Personal Health Information
plc	Public Limited Company
RnA	Research and Analytics
QtS	Quote-to-Sustain
RPA	Robotic Process Automation
SaaS	Software-as-a-Service
SASB	Sustainability Accounting Standards Board

Alabaariation	Full Farms
Abbreviation	Full Form
SBTi	Science Based Targets initiative
SCM	Statutory Compliance Module
SDG	Sustainable Development Goal
SDP	Supplier Diversity Program
SEC	U.S. Securities and Exchange Commission
SIFE	Students in Free Enterprise
SLASSCOM	Sri Lankan Association for Software Services Companies
SOC	System and Organization Controls
SOE	State Owned Entity
sox	Sarbanes-Oxley
SOP	Standard Operating Procedure
SPOC	Single Point of Contact
SSAE	Statement on Standards for Attestation Engagements
SVP	Senior Vice President
TAT	Turn Around Time
TCFD	Taskforce on Climate-related Financial Disclosures
TNPS	Transactional Net Promoter Score
UK	United Kingdom
UN	United Nation
UNGC	United Nations Global Compact
USA	United States of America
USD	United States Dollar
VoC	Voice of Customer
VP	Vice President
WCF	WNS Cares Foundation

Abbreviation	Full Form
WEP	Women's Empowerment Principle
WFH	Work-from-Home
WFO	Work-from-Office
WHO	World Health Organization
WNS	WNS (Holdings) Limited and Its Subsidiaries
WNSA	WNS Assistance

